

# 2016 APPROVED BUDGET AND OPERATIONAL PLANS

---

December 8, 2015

| Alberta, Canada

| [www.leduc.ca](http://www.leduc.ca)

# TABLE OF CONTENTS

	<b>Page</b>
Introduction .....	4
History .....	5
Community Profile .....	6
<b>Budget Messaging and Planning</b>	
Mayor’s Message .....	13
City Manager’s Message .....	14
Treasurer’s Message .....	16
Strategic Plan .....	25
Corporate Business Plan .....	26
Organizational Chart .....	35
<b>Budget Process</b>	
Budget Timeline .....	39
Budget Guiding Principles .....	40
Budget Guiding Principles Policy .....	41
Budget Fund by Function .....	44
<b>Financial Overview</b>	
2016-2018 City Operating Budget Summary .....	46
Business Case Summary .....	47
Budget Highlights .....	48
<b>Capital, Reserves &amp; Debt</b>	
Infrastructure Investment Strategy .....	58
Infrastructure Investment Strategy Policy .....	59
2016-2025 Capital and One Time Project Expenditures .....	64
2016 Capital and One Time Projects Funding .....	68
Reserve Fund Overview .....	71
Debt Overview .....	77
<b>Corporate Services</b>	
Corporate Services 2016 Operational Plan .....	80
Corporate Services Departmental Operating Budget Summary .....	96
Corporate Services Administration 2016-2018 Operating Budget Summary .....	97
Human Resources 2016-2018 Operating Budget Summary .....	98
Finance 2016-2018 Operating Budget Summary .....	99
Communication & Information Support 2016-2018 Operating Budget Summary .....	100
Economic Development 2016-2018 Operating Budget Summary .....	101
Corporate Services Departmental 2016-2025 Capital and One Time Project Expenditures .....	102
<b>City Manager &amp; Council</b>	
City Manager & Council 2016 Operational Plan .....	103
City Manager & Council Departmental Operating Budget Summary .....	113
Mayor 2016-2018 Operating Budget Summary .....	114
Council 2016-2018 Operating Budget Summary .....	115
City Manager 2016-2018 Operating Budget Summary .....	116

## TABLE OF CONTENTS

	<u>Page</u>
Intergovernmental Affairs & Corporate Planning 2016-2018 Operating Budget Summary .....	117
Legal Services 2016-2018 Operating Budget Summary .....	118
Office of the City Clerk 2016-2018 Operating Budget Summary .....	119
City Manager Departmental 2016-2025 Capital and One Time Project Expenditures .....	120
 <b>Community &amp; Protective Services</b>	
Community & Protective Services 2016 Operational Plan .....	121
Community & Protective Services Departmental Operating Budget Summary .....	142
Community & Protective Services Administration 2016-2018 Operating Budget Summary .....	143
Leduc Recreation Centre 2016-2018 Operating Budget Summary .....	144
Community Development 2016-2018 Operating Budget Summary .....	145
Fire Services 2016-2018 Operating Budget Summary .....	146
FCSS 2016-2018 Operating Budget Summary .....	147
Leduc Adult Learning Centre Business Case .....	148
Leduc Adult Learning Centre Concept Paper .....	156
Enforcement Services 2016-2018 Operating Budget Summary .....	172
Police Resource Plan Business Case .....	173
Community & Protective Services 2016-2025 Capital and One Time Project Expenditures .....	185
 <b>Infrastructure &amp; Planning</b>	
Infrastructure & Planning 2016 Operational Plan .....	186
Infrastructure & Planning Departmental Operating Budget Summary .....	210
Infrastructure & Planning Administration 2016-2018 Operating Budget Summary .....	211
Engineering 2016-2018 Operating Budget Summary .....	212
Public Transportation 2016-2018 Operating Budget Summary .....	213
Public Services 2016-2018 Operating Budget Summary .....	214
Utility Services 2016-2018 Operating Budget Summary .....	215
Facility Services 2016-2018 Operating Budget Summary .....	216
Planning 2016-2018 Operating Budget Summary .....	217
Infrastructure & Planning Departmental 2016-2025 Capital and One Time Project Expenditures .....	218
Infrastructure & Planning Road Program Project Map .....	221
Infrastructure & Planning Offsite Levies Program Project Map .....	222
 <b>Miscellaneous</b>	
Library 2016-2018 Operating Budget Summary .....	224
Grants to Organization .....	225
 <b>Appendix</b>	
Glossary .....	227
Acronyms .....	229
Tangible Capital Assets Financial Reporting Policy .....	231
Financial Structure, Policy and Process .....	246
Revenue Registry .....	261
2016 Fees and Charges Summary .....	263
2016 Budget Planning Survey – General Population .....	268
2016 Budget Planning Survey – Stakeholder .....	326
2015 Citizen Satisfaction Survey .....	384

# Introduction

---

The City of Leduc is continuing its commitment to outcomes-based strategic planning, founded on strong stakeholder involvement and knowledge of the challenges to be faced. The planning process has been in place since 2007 and has provided a solid baseline of community and council prioritization, goal setting and administrative accomplishment.

The planning process is particularly important given the growth and complexity that the City of Leduc will experience over the next decade. Leduc has become an attractive mid-sized city, playing a key leadership role in the capital region. The demands upon the Leduc taxpayer are steadily increasing, and it's important to ensure that resources are used in the most strategic and economical way possible.

## Overview

---

### Statistics

- » Current population: 29,304 (2015 municipal census)
- » 72.7 per cent increase in the last 10 years
  - 2.5 per cent increase over 2014
  - 21.4 per cent increase since 2011
- » Leduc's average age is 34
- » 30.7 per cent of population is between 20 and 39
- » Over \$2.1 billion in building permits over the past 10 years
- » Growing residential and non-residential base
- » Increasing economic development capacity
- » 63 per cent of citizens are employed locally (Nisku, EIA and Leduc)

### Economy

---

Leduc is well positioned to benefit from Alberta's strong growth. Its main strengths include:

- » **Location:** near major transportation hubs and economic areas
- » **Quality of life:** full range of services available within the municipality
- » **Potential growth:** affordable, developable land and a leader in the sub-region

#### Leduc snapshot

- » 65 per cent of Leduc companies are established in international markets
- » Close proximity to Edmonton International Airport (EIA) – fifth busiest airport for passenger traffic
- » Leduc's Sport and Agri Tourism has generated a local economic impact of nearly \$16 million between 2008 and 2015
- » City of Leduc had its second highest total value of building permits in 2013, with a total of just over \$277 million

#### Population growth

- » 2015 population of 29,304, a 2.5 per cent increase over 2014
- » 70.7 per cent increase in residents since 2006
- » Growth is driven by employment growth in the sub-region at EIA, Port Alberta and Nisku

# History

---

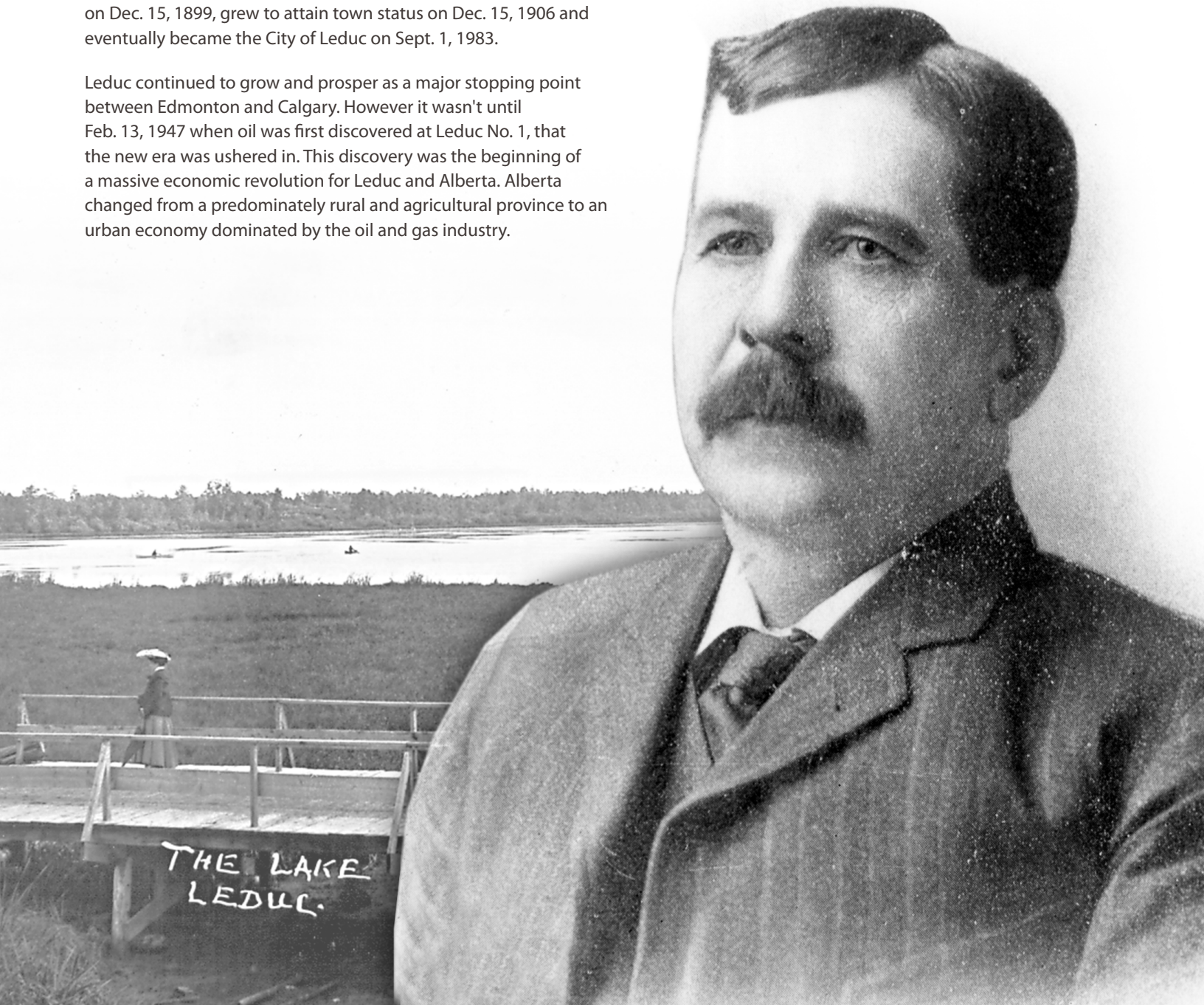
Our history can be traced back to 1889 when Robert Taylor Telford settled on a piece of land near a scenic lake. This piece of land would become the cornerstone of the new town. During those earlier years, Telford was the first postmaster, first general merchant and first justice of the peace in the settlement that had become informally known as Telford. He also later served the community as mayor and as a member of the legislative assembly.

In 1890, a government telegraph office was being set up by Mr. McKinley, a settler in the area. He needed a name for the place and said, "We shall name it after the first person who comes in." In through the door came Father Leduc.

In 1899, Lieutenant Governor Dewdney of the Northwest Territories, decreed that the settlement of Telford should be renamed 'Leduc' in honour of the noted Roman Catholic missionary, Father Hippolyte Leduc, who had served the area since 1867, and later went on to become the Vicar General of the Diocese of Edmonton.

The municipality of Leduc was officially incorporated as the Village of Leduc on Dec. 15, 1899, grew to attain town status on Dec. 15, 1906 and eventually became the City of Leduc on Sept. 1, 1983.

Leduc continued to grow and prosper as a major stopping point between Edmonton and Calgary. However it wasn't until Feb. 13, 1947 when oil was first discovered at Leduc No. 1, that the new era was ushered in. This discovery was the beginning of a massive economic revolution for Leduc and Alberta. Alberta changed from a predominately rural and agricultural province to an urban economy dominated by the oil and gas industry.



# Community profile

**Population:** 29,304

**Average age:** 34

**Size:** 43.07 sq. km (16.63 sq. miles)

**Location:** south within the capital region along Highway 2, neighbouring the Edmonton International Airport and the Nisku Business Park, 15 minutes to Alberta's capital city.

Leduc is favoured with a strong economy, continuing growth and a bright future. With a five-year average growth rate of 5.8 per cent, Leduc has accepted the challenge of accelerated growth while maintaining programs and services citizens have grown to expect. Conveniently located along the CANAMEX Trade Corridor or known as Highway 2, Leduc is a prime location to attract industrial, commercial and residential growth with its connectivity to air, rail and ground transportation.

Leduc is a robust and active community built on a strong history of agriculture and oil and gas. This city is known for its activity in recreation, arts and culture, volunteerism and service groups. Leduc's natural beauty is continually enhanced through balanced development to bolster quality of life for all citizens. This is demonstrated through overall beautification and maintenance of several amenities which include:

- » Year-round upkeep and annual additions to the Multiway Trail System
- » Preservation of more than 30 parks, playgrounds and green spaces
- » Enhancements to Telford Lake which provides premier rowing opportunities
- » Indoor recreation – Alexandra Arena; Leduc Recreation Centre – a 309,000 sq. ft. facility featuring a walking/running track, fitness centre, three ice surfaces, two field houses, and extensive aquatic centre
- » Outdoor recreation opportunities – tennis courts, outdoor fitness park, spray park, and the Alexandra Outdoor Pool

Leduc is 'the' place of choice for residents, businesses and industry. We encourage everyone to take time to explore what Leduc has to offer - we're where you need to be!



**CANAMEX TRADE  
CORRIDOR**



# Leduc City Council



**Mayor Greg Kruschke**

Mayor Kruschke is serving his fourth term as mayor and prior to becoming mayor in 2004, he served three terms as alderman for the City of Leduc. Born in Saskatoon, Sask., he has been a resident of Leduc since 1960, along with his wife Jo-Anne, two children and five grandchildren. He graduated from the University of Alberta in 1975 with a Bachelor of Physical Education Degree.

Prior to his election to Leduc City Council in 1995, Kruschke held several senior management positions with Air Canada. He is the owner/operator of a local retail business and a strong advocate of the community. Mayor Kruschke is a recipient of the Alberta Centennial Medal and Lieutenant Governor's Leadership Award for Active Communities. He continues to contribute to the community as a volunteer with the Leduc Lions Club, Leduc/Nisku Rotary Club, Leduc Community Drug Action Committee and the local Communities in Bloom Committee.

Boards, committee and association appointments:

- » Capital Region Board
- » Edmonton Regional Airports Authority - Appointers Committee
- » Leduc Regional Chamber of Commerce Executive
- » Leduc/Leduc County Liaison Committee (IDP)



**Coun. Beverly Beckett**

*Departmental liaison  
for Corporate Services*

Coun. Beckett was born and raised in Saskatchewan. Following Grade 12, she moved to Alberta and has been a Leduc resident since 1977. By trade, she is a registered massage therapist, certified at Grant MacEwan College. She has owned the Leduc Wellness Centre and held a professional practise downtown for 33 years. She has two adult sons, three step-sons and one step-daughter, seven grandchildren, and one great-grand son.

She is the past chair of Leduc Downtown Progress Association, director of Maclab Centre for the Performing Arts, past director of Leduc Regional Chamber of Commerce and current chair of finance at St. David's United Church. Beckett sat on the board that created the City of Leduc Heraldic Coat of Arms, Flag and Badge in 2004. She received a 2010 Citizen of Distinction award and her philosophy is to 'bloom where you are planted'. She enjoys life serving Leduc in many capacities.

Boards, committee and association appointments:

- » Capital Region Southwest Water Services commission
- » Leduc Environmental Advisory Board (alternate)
- » Citizen Recognition Committee
- » Grant Application Review Sub Committee
- » Maclab Centre for the Performing Arts
- » Subdivision and Development Appeal Board





## **Coun. Glen Finstad**

*Departmental liaison for  
Community and Protective Services*

Coun. Finstad was born, raised and educated in Alberta (although he did spend a few months in B.C. and four years in Regina). He and his wife June moved to Leduc in 1981 and have never regretted it. The Finstads quickly became immersed in the community, including the Black Gold Rodeo and Leduc Lions Club. Finstad has been involved in most of Leduc's minor sports including minor hockey, baseball, softball and broomball. Later, Finstad and his wife joined the Leduc Recreational Ball League and the curling club. They've also bought, sold and started several businesses over the past 15 years. He has a passion for coaching and mentoring other business owners.

Finstad has been actively involved with Leduc Regional Chamber of Commerce as a board member and has also volunteered with Leduc-Nisku EDA. In his second term on city council, Finstad is looking forward to giving to the community that has given so much to his family.

Boards, committee and association appointments:

- » Capital Region Board
- » Capital Region Waste Minimization Committee
- » Subdivision and Development Appeal Board (alternate)
- » Leduc and District Regional Waste Management Authority (alternate)
- » Leduc Environmental Advisory Board
- » Leduc Family and Community Support Services Board
- » Disaster Services Committee
- » Leduc Community Drug Action Committee
- » Safety Advisory Committee



## **Coun. Terry Lazowski**

*Departmental liaison  
for Corporate Services*

Born in Radway, Alta., Coun. Lazowski, along with his wife, three sons, a daughter-in-law and granddaughter, has been proud to call Leduc home since 1994. Educated at Grant MacEwan College, he is now self-employed in the family oilfield business. He is serving his third term on city council and has been an active member of the community, including current membership with the Knights of Columbus, as well as a past member of the Leduc Parks and Recreation Board and Leduc Minor Hockey Association.

Lazowski enjoys family time and being involved in this wonderful community. His desires are to contribute in developing and expanding the terrific attributes this city has to offer to its citizens.

Boards, committee and association appointments:

- » Capital Region Waste Minimization Committee (alternate)
- » Leduc and District Regional Waste Management Authority
- » Leduc Foundation (alternate)
- » Leduc/Leduc County Liaison Committee (IDP)
- » Leduc Library Board (alternate)
- » Leduc/Nisku Economic Development Association Board
- » Student activities and tours
- » Traffic Advisory Committee



## **Coun. David MacKenzie**

*Departmental liaison for  
Community and Protective Services*

Coun. MacKenzie, a native Albertan, moved with his family to Leduc in 1992. He and his wife, Bonni, have three adult children - Jennifer, John and Chris. MacKenzie was the manager of CIBC from 1992 to 2007. He has since retired from the bank and is currently a mortgage specialist. He has always been a very active member in our community and was the chairman of the Leduc and District Food Bank from 1995 to 2007. He was nominated for the Leduc and District Citizen of the Year award twice – in 2003 and again in 2005. He has been a strong advocate for health, fitness and quality of life, and strongly supported development of enhanced recreation facilities for our region. He is now the chairman of the Leduc and District Emergency Shelter Association.

Boards, committee and association appointments:

- » Alberta Capital Region Wastewater Commission
- » Capital Region Board
- » Leduc Regional Chamber of Commerce Executive
- » Leduc Parks Recreation and Culture Board
- » Disaster Services Committee
- » Grant Application Review Sub Committee
- » Maclab Centre for the Performing Arts (alternate)
- » Subdivision and Development Appeal



## **Coun. Dana Smith**

*Departmental liaison for  
Infrastructure and Planning*

Coun. Smith has been a resident of Leduc for 28 years. She has been married to Brian for 27 years, and they have two adult children Kaylee and Tyler. She is a graduate of Red Deer College, and is also a board member with the Provincial Mental Health Board Review Panel. Smith is also a founding member of Leduc Victim Services. She is a past member of the Performing Arts Council and was past chair of the Leduc Housing Authority and past vice-Chair of Leduc Foundation.

Smith is serving her fourth term on council. She has always been an active volunteer in the community and believes that volunteering is a great way to give back. She has strong values and believes in using common sense when approaching any task. In her spare time, she enjoys live theatre, music productions and spending time outdoors, gardening and planning family gatherings. She especially enjoys family and friends at her cabin.

Smith loves Leduc, and she and her husband love what it has to offer citizens, as well as her family. She is privileged to continue representing the citizens of Leduc on city council.

Boards, committee and association appointments:

- » Alberta Capital Region Wastewater Commission (alternate)
- » Capital Region Board
- » Leduc Downtown Progress Association
- » Leduc/Leduc County Liaison Committee (IDP)
- » Leduc/Nisku Economic Development Association Board (alternate)
- » Leduc Parks Recreation and Culture Board
- » Naming Committee
- » RCMP Community Advisory Committee
- » Student activities and tours
- » Safety Advisory Committee



**Coun. Bob Young**

*Departmental liaison for  
Infrastructure and Planning*

Coun. Young, oldest son of John and Bev Young, has been a proud resident of Leduc since 1960. He and his wife Susan have two children - Laura and John. He received his education in Leduc, Red Deer College and at the University of Alberta. Young has been a teacher since 1979, and is currently working at the Leduc Junior High School.

Young has been a very active member of the community for many years:

- » Instrumental in the design and construction of the William F. Lede diamonds.
- » Leduc's Citizen of the Year in 2000.
- » Former President of Leduc Minor Hockey, Leduc Ball Federation, Leduc Baseball, Leduc Minor Sports Parents Association.
- » Coached hockey, baseball, volleyball, basketball and soccer.

Boards, committee and association appointments:

- » Capital Region Southwest Water Commission
- » Leduc Family and Community Support Services Board (alternate)
- » Leduc Foundation
- » Leduc Library Board
- » Grant Application Review Sub Committee
- » Park Naming Committee
- » Traffic Advisory Committee



# Budget Messages and Planning



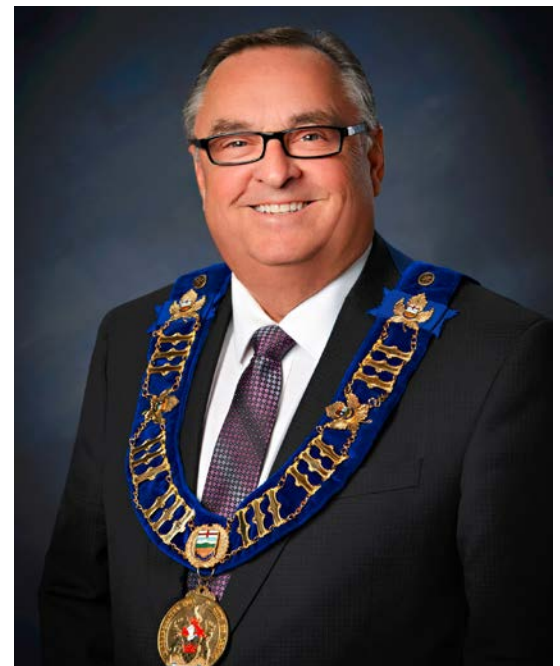
Welcome to Budget 2016. Our budget is probably the most challenging thing we do in a year as our job is to strike a careful and strategic balance between our needs and our wants coupled with a full understanding of both our current and projected economic environment. We recognize it will be a difficult year for many of our residents due to our current economic downturn thanks to low oil prices and decline of the Canadian dollar.

### **Our challenges**

Although we have a strong, well-thought-out 10-year capital program, we must be mindful of the future and recognize that, although interest rates are attractive, we have a finite room for debt. It's about staying on track for future needs, e.g. 65th Avenue Interchange, yet cautious in the short term considering the new economic struggles we face. Lastly and perhaps most importantly, we must be more efficient and effective in how we do business. Sometimes that means making the short-term investment now to help us save down the road. For an example an easy area, on the surface, to cut is in training and development. However, some of the best ideas and new concepts come from staff who have attended educational sessions and/or conferences and come home with new tools, concepts or processes that fit well in our community and will save us time and/or money in the long term.

### **Working with administration and citizens**

Our annual budget survey has once again showed that the community believes and understands that prudent tax increases are required to maintain or increase our programs and services. That being said, we have to be cognizant of the economic situation we find ourselves in. As usual, administration has worked hard to present a fair budget based on the programs and services we provide and the costs associated in providing them. The budget materials are the result of a comprehensive process that starts with our strategic planning session in the spring and involves serious departmental discussions before a series of executive evaluations and tweaks which lead us to a thorough review by city council. Similar to the past few fall budget deliberations, administration has presented the budget from a programs-and-services perspective and you will note the business case proposals are listed separately.



We're very fortunate to have trust and open dialogue between administration and council. The processes we have in place work for our organization and our administrative team works very hard at being lean. Between the survey and the hard work and due diligence demonstrated by staff and council, we feel we've taken a proactive team approach for our overall success.

Cheers

A handwritten signature in black ink that reads "Greg Krischke".

Mayor Greg Krischke

Leduc is a strong community that continues to grow despite the economic challenges faced throughout the region, province and country. In recognition of the fact that many citizens are struggling in this economic climate, we're working diligently with city council to balance the economic realities with the expectations of the high level of service we provide. To compound this further, we're impacted by delayed growth. Although the economy has taken a downturn, our service base is still expanding as new developments become our responsibility to maintain two to three years after they are built.

Throughout this process we have exercised a high level of responsible planning by viewing the operating requirements in a longer fiscal horizon to understand the impact to the City of Leduc in 2016 and beyond. This approach enables us to stay informed and assists in securing our fiscal sustainability. The operating budget is set at \$91 million this year, partially funded with a two per cent tax revenue increase to finalize the four-year protective services enhancement commitment, and 0.26 per cent to offset the loss of provincial funding for senior's housing.

The City of Leduc's proactive approach ensures fiscal responsibility during tough economic times. We are accomplishing this thanks to responsible planning, historical foresight and by taking a forward-thinking approach in how we do business:

- Reviewing service levels in alignment with the feedback we received from our citizens through the Budget Survey & Citizen Satisfaction Survey
- Restraint in resource requests and new service levels
- Enhanced revenue tracking through a Revenue Registry
- Operational efficiencies
- Adjusted forecasts and projections

The City of Leduc is also operating in an ever-increasing complex regional environment within the Capital Region. This requires additional time and resources as we are involved in many initiatives that support and impact our region and city. Some of these initiatives include:

- 65th Avenue Interchange
- Alberta Aerotropolis
- Co-ordinated land-use planning around the Edmonton International Airport
- Identification of our future growth areas for



- residential and industrial land uses
- Researching Shared Services and Alternative Government Structures
- Regional Fire Services protection
- Regional infrastructure coordination
- Metro Mayors' Alliance
- Edmonton Annexation

I want to sincerely thank all City of Leduc staff for their commitment to building a vibrant and sustainable community for our residents. We recognize that workforce expertise is a proven essential for effective operations of city initiatives, programs and services, along with managing specialized services, such as Leduc Transit, the Capital Region Southwest Water Services Commission and Leduc and District Regional Waste Management Authority. Staff retention and development is a vital component to maintaining our successes through staff engagement, workforce capacity, training and professional development. I would also like to extend a warm thank you to the City's finance department for their continued commitment to enhancing our budget process as well as their hard work in putting together this budget document.

City administration, along with city council, is committed to continue moving Leduc forward with responsible, visionary leadership. We take pride in serving our residents and working together to continue to enhance our vibrant community.

Sincerely,



Paul Benedetto  
City Manager

## City Treasurer's Message

### Balancing Strategic Focus with Economic Reality

The future economic horizon in Alberta is uncertain, but all predictions are showing that we can expect this weakened economy to continue well into 2016; with slow anemic growth when it does pick up. Internal forecasts are suggesting that the impact of this economic situation will be more significant in 2017 for the City of Leduc. This brings forward heightened tension and the requirement for increased diligence with respect to long term financial decision making. Administration has cautiously moved forward during this budget process and has regularly reviewed the economic conditions. We have extended our forecasting horizon and are viewing multiyear impacts to see how we are financially affected by economic conditions. There are clear indications of significant decreased growth in 2017 and we have been adjusted our projections accordingly. These adjustments have created significant pressures leading into 2017.

To manage through this economic shift, Administration has reflected in the 2016-2018 operating budgets and 2016-2025 capital budgets:

- A proactive measured approach reviewing service levels and aligning citizen expectations (budget survey results).
- Enhanced revenue tracking through the creation of a Revenue Registry
- Operational efficiencies, implementation and review
- Adjusted forecasts and projections
- Restraint in staff resource requests and new service levels

As acknowledged above, to help mitigate the economic uncertainties and remain proactive with respect to long term financial sustainability Administration has implemented a Revenue Registry (Appendix VII - Revenue Registries) as part of the 2016 budget process. This registry identifies major revenue streams and is essential to understanding what "drives" these revenues. With this understanding we are able to look at associated risks, put together risk mitigation strategies and have a full understanding of what affects them. As part of this process a detailed analysis was performed on each revenue stream greater than \$100,000 and this was complimented with a SWOT (strength, weakness opportunity, threat) analysis for each revenue identified.

Administration will continue to balance between short-term needs and functionality in conjunction with long term sustainability by:

- Focusing on what is critical
- Reviewing KPI performance measures to ensure Administration is working towards meeting our goals
- Consistent, transparent and strategic approach to sustain this economic downturn and uncertain times faced with a new provincial and federal government
- Dismantling barriers that may inhibit the achievement of goals



## City Treasurer's Message

### Drivers of Work --> Workforce Impacts

Coupled with the uncertain economic horizon, the City of Leduc is living in an increasingly complex regional environment. It is unknown at this time exactly how much work / resources will be required to work effectively with our regional partners for collaboration and enhanced governance and will undoubtedly require additional resources for the following:

- Edmonton Annexation
- City of Leduc Future Growth Direction Analysis
- Regional Infrastructure Coordination (JIMPSE)
- Joint IDP Potential Review
- Regional Fire Services Protection
- Service sharing with the six municipalities within the Leduc County borders
- Leduc Governance Initiative
- Metro Mayors' Alliance
- Capital Region Board (CRB) initiatives including participation in the CRB Growth Plan and the Economic Development initiative
- Aerotropolis Initiative
- Municipal Government Act review input
- RCMP Joint Initiative
- Edmonton International Airport Tax sharing renegotiation
- AVPA Review
- MSI future funding – positively influence continued provincial infrastructure funding
- Advancement of Building Canada Program application
- Advocacy with new Provincial and Federal government

In addition to external pressures there are many internal drivers of work at play that impact our workforce. At this time we are reviewing and / or implementing the following plans:

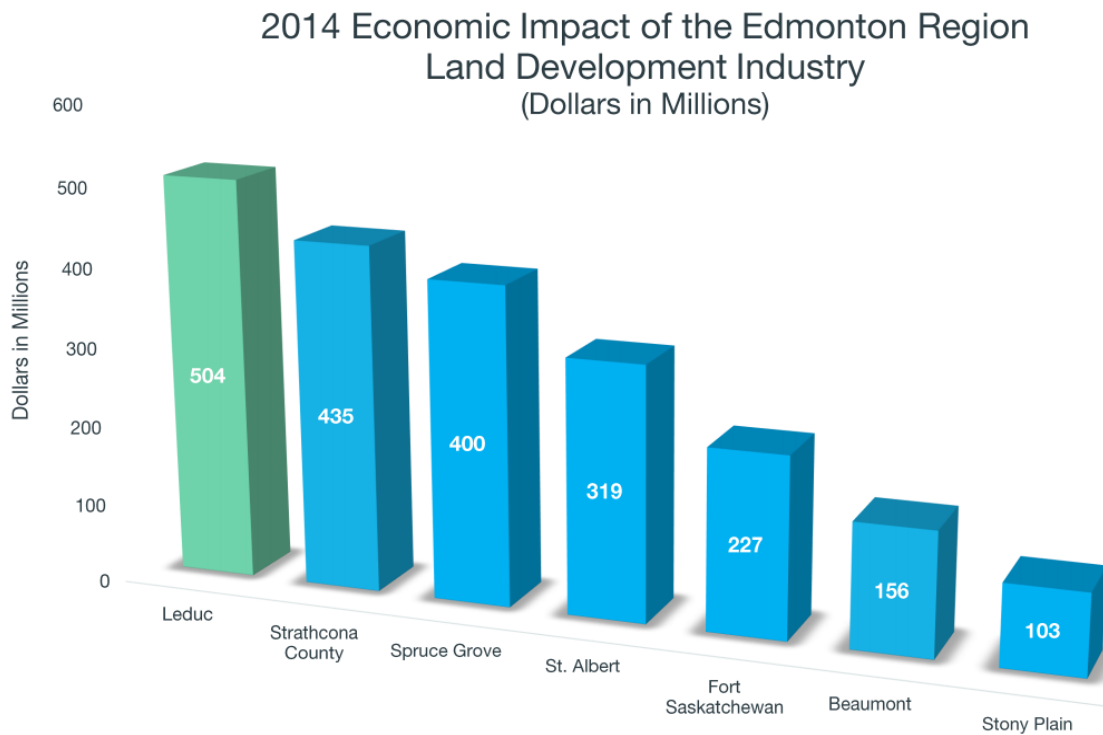
- Facilities Master Plan
- Long-term Financial Sustainability Plan
- Industrial Study
- West Campus Development
- Municipal Economic Development
- Municipal Development Plan
- Transportation Master Plan
- Downtown Master Plan

# City Treasurer’s Message

- Telford Lake Master Plan
- Storm Water Master Plan

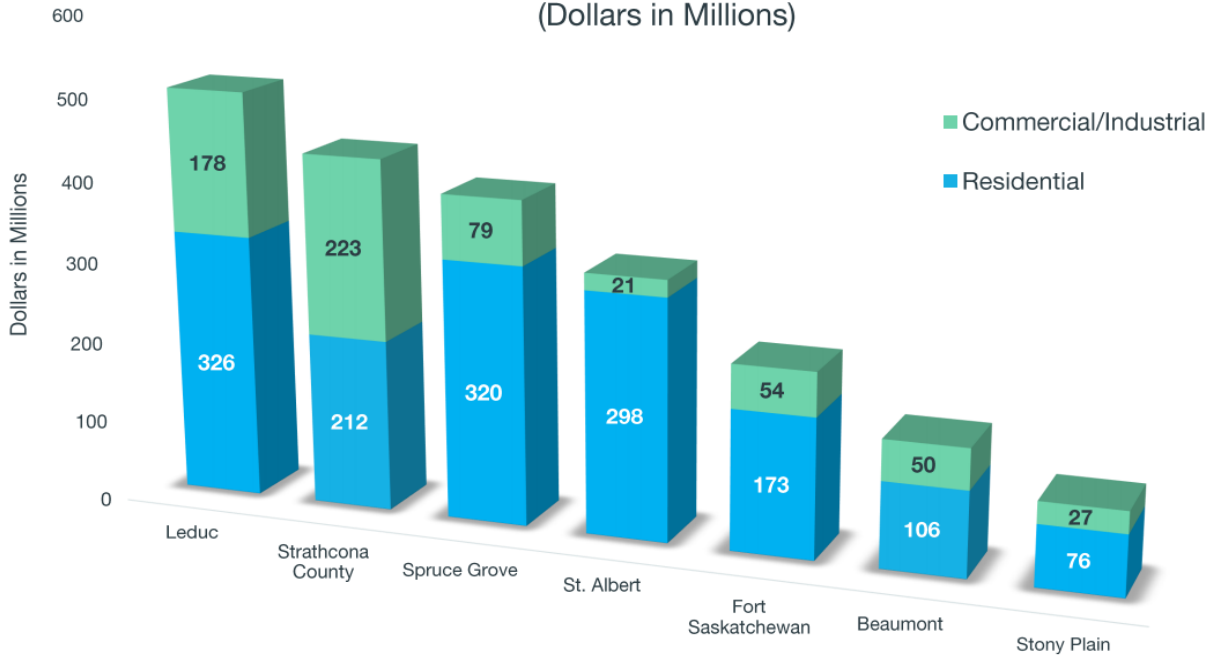
## Service Base Expansion

Service Base expansion is a delayed growth impact that affects the city’s workforce over time. The below graphs (obtained from the Urban Development Institute) demonstrate how we compare with respect to expansion of our potential service base from a regional perspective. In 2014, the City of Leduc experienced the largest economic impact with respect to land development in comparison to the municipalities surrounding the City of Edmonton. This highlights the challenges we face at this time with economic uncertainty combined with heightened service requirements



# City Treasurer's Message

2014 Economic Impact of the Edmonton Region  
Land Development Industry  
(Dollars in Millions)



## Delayed Impact of Growth

Although the economy has taken a down turn, our service base is still expanding. It is important to realize that after the Final Acceptance Certificate (FAC) for a new subdivision is received and the warranty period for the contractor has ended the City of Leduc takes over all responsibility for the assets. Table 1 below indicates all the subdivision stages that the City of Leduc will be taking responsibility for in the current and next two years. Immediately following, Table 2 identifies the service area increase in hectares (HA) based on Table One's information. With the delayed addition of these assets, consideration needs to be made that, even though the economy has slowed down, the service base is increasing which is causing pressure to provide services to additional parks, roads and infrastructure in general. Although reduced, the City of Leduc is forecasting continued growth which will stress our ability to maintain existing service levels, and put pressure on almost all service and functional areas. We risk spreading our resources too thin, impacting our response times and eventually reducing taxpayer and Council satisfaction.



## City Treasurer's Message

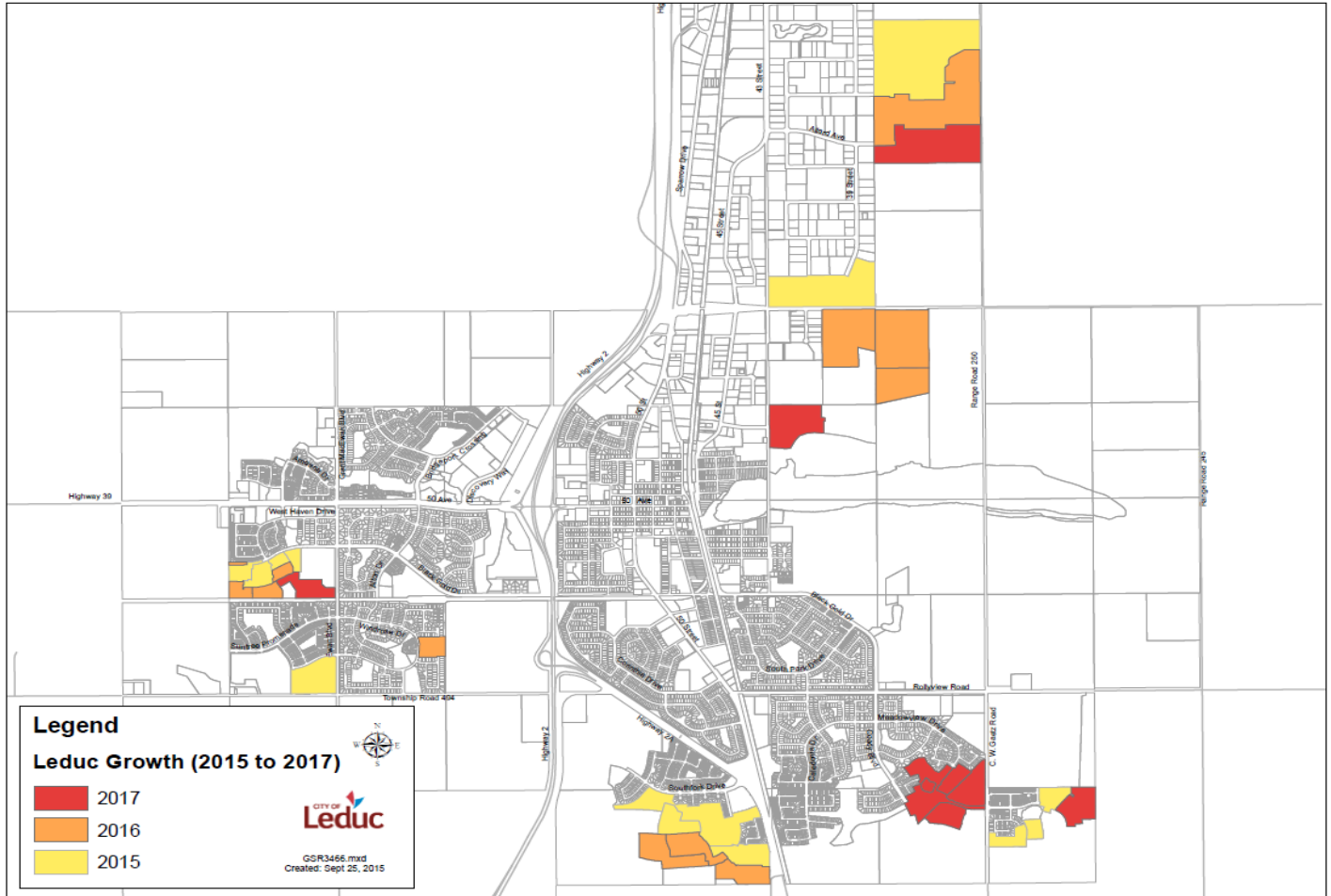
Subdivision	2015	2016	2017
Robinson	<ul style="list-style-type: none"> <li>• Stage 2; Stage 3 (excluding separate walk and trail)</li> </ul>	<ul style="list-style-type: none"> <li>• Stage 3 – Separate walk and trail</li> </ul>	<ul style="list-style-type: none"> <li>• Stage 4 – Surface and underground</li> </ul>
Southfork	<ul style="list-style-type: none"> <li>• Stage 3A Surface ; Stage 4; Stage 5</li> </ul>	<ul style="list-style-type: none"> <li>• Stage 6; Stage 7; Stage 8 Surface</li> </ul>	<ul style="list-style-type: none"> <li>• Stage 8 Underground; Stage 9 Trail</li> </ul>
Meadowview		<ul style="list-style-type: none"> <li>• Stage 13A Underground; Stage 13B Underground</li> </ul>	<ul style="list-style-type: none"> <li>• Stage 13A Surface; Stage 13B Surface; Stage 14; Stage 15</li> </ul>
West Haven	<ul style="list-style-type: none"> <li>• Stage 5A; Stage 5B; Stage 5C</li> </ul>	<ul style="list-style-type: none"> <li>• Stage 5D; Stage 5E; Stage 5F</li> </ul>	
Suntree	<ul style="list-style-type: none"> <li>• Stage 6</li> </ul>		
Sawridge Industrial Park			<ul style="list-style-type: none"> <li>• Stage 1</li> </ul>
Harvest Industrial Park		<ul style="list-style-type: none"> <li>• Stage 1; Stage 2</li> </ul>	
Leduc Business Park	<ul style="list-style-type: none"> <li>• Stage 5B; Stage 7</li> </ul>	<ul style="list-style-type: none"> <li>• Stage 8</li> </ul>	<ul style="list-style-type: none"> <li>• Stage 9</li> </ul>
Telford Industrial Park		<ul style="list-style-type: none"> <li>• Stage 8</li> </ul>	<ul style="list-style-type: none"> <li>• Stage 9</li> </ul>

Table 2 – Service Area Additions

Year	SERVICE AREA (HA)	SERVICE AREA ADDED (HA)	% INCREASE
2015	1,739	122	6.6%
2016	1,861	110	5.6%
2017	1,972	76	3.7%

# City Treasurer's Message

Map 1 - Identifies the service base additions and area found in Tables 1



## Tax Revenue Requirement

In 2013 the Protective Services multiyear funding strategy was approved spanning a four year timeframe. It addressed the required growth needs to the west of the city for fire protection and additional RCMP resources for each of those four years. The approved 2% dedicated tax levy from 2013 to 2016 is now in the final year of implementation.

Initially the budget brought forward by Administration had several changes reflecting the economic horizon which included the reduction of the 2017 growth rates to 4% for residential and 3% for non-residential. This reduced future assessment growth and financial forecast has resulted in a loss of tax revenue of \$1,524,115 over the next three years. As a result of this loss, Administration reduced expenditures by \$1,524,115 over the

## City Treasurer's Message

three years as well. We have done this by implementing various efficiencies, holding the line, and finding more effective ways of providing services to maintain current level of services.

At the 2016 Public Committee of the Whole meetings (November 12-14th), further adjustments were made, including reducing assessment growth projections further (now 3% Residential and 2% Non-residential) which resulted in a proposed municipal tax rate increase of 2.26% for 2016. With these adjustments the revised cumulative tax revenue loss over the next three years is \$3,316,541; with corresponding decreases in expenses to balance these budgets. Municipal inflationary increases required to balance 2017 and 2018 are anticipated to be 4.16% and 3.14% respectively. It is important to consider that the delayed growth impact will continue into 2017 as a result of the heightened growth in 2014. In 2017 the equivalent of approximately 50 baseball fields are being added with respect to the City's service base expansion.

### **Alberta Senior Housing Grants in Place of Municipal Property Tax**

On October 27, 2015, with the release of the Provincial budget, the decision to eliminate the Alberta Social Housing Corporation grants in place of municipal property tax funding was confirmed. This had a \$95,423 unfavourable impact on our tax revenue which equates to a 0.26% tax revenue increase requirement. Had this decision not been made by the Provincial Government the tax payers of Leduc would have only seen a 2% increase in 2016 with 0% operational increase for all other departments. As previously mentioned, the 2% is earmarked for the Protective Services multiyear funding strategy which is in its final year.

### **Operational Budget → continued enhanced service levels to the citizens of Leduc**

Even with the economic weakening, the City of Leduc continues to be a growing community, with an increase of 2.52% in population over last year; and a 5-year average growth rate of 4.7%. This growth can be difficult to manage, but the City of Leduc has been proactive both internally and externally identifying pressures and developing plans to identify the City's short term and long term needs.

The City of Leduc's revenues are projected to be \$91.1 million. Operational budget notable highlights include (not all-inclusive listing):

- 2% investment for future Protective Service infrastructure and operations – final year of the dedicated four year tax rate strategy
- 0.26% - elimination of the Alberta Social Housing Corporation grant from the Provincial Government
- 0% - to address inflationary increases for all remaining departments. Although there was no increase for remaining departments, finding more effective and efficient ways to perform current activities has enabled us to include the following operational features in 2016:
  - funding for the 2016 Summer Games - \$340,000 (not including capital costs)
  - grants to organizations funding increase - \$75,354

## City Treasurer's Message

- two-year term shared fire inspector position with Leduc County - \$159,952
- FCSS provincial grant funding increase - \$151,386

New increased enhanced services:

- additional RCMP member, one CPO and three detachment clerks (page 173)
- Leduc Adult Learning Support ~ \$10,000 (2016), \$45,000 (2017), \$45,000 (2018) (page 148 )

### **Investing in Infrastructure → supporting growth**

Investing in infrastructure to support growth continues to be on the forefront in the preparation of the 2016 capital budget. The City is at a critical juncture in the municipality's development where decisions and actions relating to infrastructure investments will have a significant impact on the future growth and viability of the community. The Provincial / Federal funding constraints and the demands on the city's human and financial resources also pose significant challenges.

The City of Leduc's Infrastructure Investment Strategy policy (12.02:09) will guide Administration with identifying infrastructure projects that are of high priority and or critical. The capital investment strategy focuses on strategic prioritization and the best use of reserves, debt, and grant funding.

There are numerous large projects that may require debenture borrowing which will put strain on both our debt capacity in the future and servicing costs on operational budgets. Careful planning and analysis resulting in informed decision making is required to ensure fiscal sustainability.

Administration recognizes the use of smart debt borrowing which is a valid form of infrastructure financing and provides broad parameters on how municipalities should borrow. It recognizes that not all capital projects are equally well-suited for tax-supported debt financing. Some large projects are difficult to do on a cash basis, but with additional revenues, a component can be used to pay the borrowing costs, providing municipalities the ability to build larger projects like a bridge, transportation systems or a large building. Smart debt requires municipalities to identify a sustainable borrowing threshold or some notion of optimal debt relative to future operating budgets and anticipated growth.

### **Up-fronting Offsite Levy Projects**

As offsite levy revenue is slowing down pressures to construct infrastructure ramps up. There has been a shift in fiscal practice where the city has gone from funding offsite levy projects internally to now funding them externally through debentures (debt) as offsite levy project requirements are in excess of the reserves to fund them. While this has no financial impact on our ratepayers as the principal and interest is captured through the offsite levy rates this causes a pressure on our debt limit to further fund other capital projects with debt. In 2016, the two off-site projects that we are borrowing for are the reservoir (\$9,500,000) and the lift station and



## City Treasurer's Message

force main (\$5,500,000). It is also important to realize that levies consumed by paying for debt are the same levies that are required to pay for new projects, which is creating an increased pressure on future offsite levy projects.

This is a balancing act aligning the up-fronting projects to our strategic goals while increasing our debt load.

### **Budget Ideologies**

The 2016 operating and capital budgets, combined with the 2017-2018 forecasted operating budget and the 2017 -2025 capital plan / forecast were developed based on the City of Leduc's updated multi-year Corporate Strategic Plan. This extension of the financial planning horizon is a proactive approach to current and future planning which complements our strategic goal of fiscal sustainability. In order to ensure the City of Leduc's ongoing financial sustainability, this budget is built on the premise of finding the balance between meeting the needs of a growing community in terms of provision of services and programs and prudent long term financial planning.

### **Public Participation**

The annual budget process is an open process and an excellent opportunity for the public to provide input into how their tax dollars are spent. To ensure that the public was aware of the opportunity to contribute to the 2016 Budget deliberations, the City advertised on two separate occasions and utilized the web and social media. Specific times were allocated for public input during the three days of deliberations at which time anyone could express their concerns or views. Once again this year there was limited public attendance with only two people in attendance to speak to the budget. In light of the fact that these meetings are typically poorly attended by the public, two online budget planning surveys were commissioned during 2015 which saw an increase of 10% over last year's respondents. A total of 631 people responded to the surveys providing excellent input on services and funding priorities for the budget deliberations.

A handwritten signature in cursive script that reads "Jennifer Cannon".

---

**Jennifer Cannon, BGS, CGA**

*Director, Finance*

*Budget Approved by Council: December 8, 2015*



# Strategic Plan

## 2014 – 2018

### Vision

*“Well situated in an economic region, Leduc is a safe community where residents value the close community feel and availability of comprehensive services, quality infrastructure and good neighbours.”*

### Mission

*“Our mission is to protect and enhance the quality of life in our community and the unique environment of our area through effective, innovative, responsible leadership and consultation.”*

### Goals

City of Leduc’s council established six goals for the 2014 – 2018 Strategic Plan. These were developed through comprehensive resident and staff engagement.

#### Community Character

- » Our streets, open spaces, parks and buildings reflect our heritage, values and lifestyle. We expect excellence in design that facilitates vibrant, diverse and active community spaces and neighbourhoods.
- » We invest in strategic community-building projects and programs that allow for ongoing municipal operations and continually enhance our culture.

#### Community Wellness

- » We support a safe, healthy, active and caring community.
- » We support initiatives that contribute to a healthy and sustainable environment.
- » We ensure quality opportunities to participate in all aspects of our community and foster a sense of belonging.

#### Transportation

- » We build on our position as a transportation hub while offering multiple and effective modes of travel, including internal and regional transit.
- » We effectively build infrastructure to promote transportation in the city and wider region.

#### Economic Development

- » We effectively leverage our market strengths and opportunities to maximize economic development.
- » We are a leader in economic development and promote the sub-region as Canada’s energy services leader.

#### Regional Partnerships & Governance

- » We are a trusted and effective partner in building a vibrant capital region through enlightened decision making, service provision and supportive actions.
- » We work co-operatively with partners to optimize resources and ensure project success.

#### Fiscal Sustainability

- » We demonstrate fiscal integrity, efficiency and effectiveness.
- » We understand the benefits and costs of the services provided to our citizens, choosing options that deliver value and ensure long-term financial sustainability.

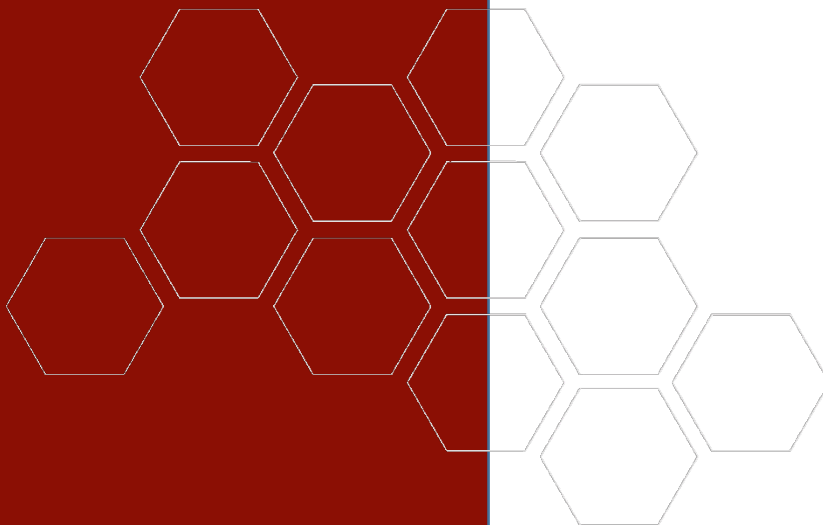
# 2016 Corporate Business Plan

The City of Leduc 2016 Corporate Business Plan provides a holistic view of the important initiatives across the entire organization. It bridges the community and council priorities embodied by the 2014-18 City of Leduc Strategic plan with organizational priorities.

Many inputs were used in its development including a review of major master plans, the city's Municipal Development Plan, numerous meetings with the executive team and two focus groups comprising a diverse cross-section of subject matter experts.

As with any first attempt, it is understood that both the plan and the process have room for improvement and this is a learning experience for the entire organization. The results of the focus group demonstrate that there are many great ideas to be explored and implemented. As such, ongoing feedback and participation in the 2017 process is most welcome and appreciated.

It is anticipated that we will continue to seek out and use multiple inputs in the process to ensure we have a fulsome understanding of our challenges, our opportunities and meaningful way forward.



# Community Character

## Strategic Outcomes and Strategies

---

- 1.1 Support a successful farmer's market in the downtown area by 2016
  - 1.1.1 *Liaise with Lead Community Organization*
- 1.2 Successfully host the 2016 Summer Games
  - 1.2.1 *Facility Enhancements*
  - 1.2.2 *Stakeholder Engagement*
- 1.3 Plan and construct Phase 1 of the North Telford Park development by 2017
  - 1.3.1 *Plan Implementation*
- 1.4 Refine and implement elements of the Phase 2 of Leduc's Downtown Master Plan
  - 1.4.1 *Plan Implementation*
- 1.5 Invest in public art
  - 1.5.1 *Programs and Projects*
- 1.6 Preserve the City of Leduc's history including buildings, individual stories and artifacts
  - 1.6.1 *Liaise with Lead Community Organization*

## Corporate Outcomes and Strategies

---

- 1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote the sustainable growth and development of Leduc
  - 1.7.1 *Current Planning for Residential, Commercial and Industrial Development*
  - 1.7.2 *Enforcement of Land Use Bylaw*
  - 1.7.3 *Facility Development and Maintenance*
  - 1.7.4 *Growth Management and Future Land Use Planning*
  - 1.7.5 *Utility Servicing*

# Community Wellness

## Strategic Outcomes and Strategies

---

- 2.1 Increase waste diversion rate to 65 per cent by 2020
  - 2.1.1 *Awareness and Education*
  - 2.1.2 *Programs and Initiatives*
- 2.2 Develop a youth engagement strategy
  - 2.2.1 *Develop a Plan and Initiatives*
- 2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources
  - 2.3.1 *Awareness and Education*
  - 2.3.2 *Community Development and Outreach*
  - 2.3.3 *Community Grant Programs*
  - 2.3.4 *Programs and Initiatives*
  - 2.3.5 *Service Provision and Enhancements*
- 2.4 Reach new residents by establishing community-based programs and spontaneous, accessible opportunities to participate
  - 2.4.1 *Develop and Implement Program*

## Corporate Outcomes and Strategies

---

- 2.5 Leduc is a safe community with effective and responsive services that protect people and property
  - 2.5.1 *Education and Prevention*
  - 2.5.2 *Inspections and Enforcement*
  - 2.5.3 *Emergency Preparedness*
  - 2.5.4 *Equipment and Infrastructure*
  - 2.5.5 *Governance Framework*
- 2.6 Leduc takes action to raise environmental awareness throughout the community and is an effective steward of its environmental resources
  - 2.6.1 *Projects and Initiatives*
  - 2.6.2 *Research and Advocacy*
- 2.7 Leduc supports local arts and cultural programming and celebrates our talented and dedicated citizens
  - 2.7.1 *Arts and Cultural Initiatives and Events*

# Transportation

## Strategic Outcomes and Strategies

---

- 3.1 Advance the importance of 65th Avenue interchange with stakeholders
  - 3.1.1 *Communication Resources and Advocacy*
  - 3.1.2 *Functional Design*
  
- 3.2 Evaluate and enhance Leduc's transit system and service
  - 3.2.1 *Equipment and Infrastructure Enhancement*
  - 3.2.2 *Service Provision and Enhancement*
  - 3.2.3 *Stakeholder Engagement*
  
- 3.3 Represent Leduc's interest in Airport Vicinity Protection Area (AVPA) regulation review
  - 3.3.1 *Programs and Initiatives*
  - 3.3.2 *Stakeholder Engagement*

## Corporate Outcomes and Strategies

---

- 3.4 The City of Leduc promotes safe and efficient movement of people and goods by investing in a balanced transportation system offering choice among mobility options
  - 3.4.1 *Infrastructure Investment*
  - 3.4.2 *Programs and Initiative*



# Economic Development

## Strategic Outcomes and Strategies

---

- 4.1 Capture the economic advantages of proximity to the Edmonton International Airport
  - 4.1.1 *Identify Opportunities and Challenges*
  - 4.1.2 *Aerotropolis*
  
- 4.2 Leverage joint economic development opportunities with regional partners
  - 4.2.1 *Awareness and Education*
  - 4.2.2 *Business Development and Retention*
  - 4.2.3 *Stakeholder Engagement*
  
- 4.3 Develop a plan to market Leduc (tell our story)
  - 4.3.1 *Develop a Plan and Initiatives*
  
- 4.4 Implement a strategy to capitalize on Leduc's competitive advantages
  - 4.4.1 *Develop a Plan and Initiatives*
  
- 4.5 Foster post-secondary education and adult learning
  - 4.5.1 *Advocacy and Business Development*

## Corporate Outcomes and Strategies

---

- 4.6 The City of Leduc supports and promotes sports, recreation, heritage, arts, cultural, educational and event tourism activities and facilities in the region
  - 4.6.1 *Programs and Initiatives*
  - 4.6.2 *Promotion and Networking*

# Regional Partnerships and Governance

## Strategic Outcomes and Strategies

---

- 5.1 Strengthen relationships with key stakeholders in Leduc region, including Leduc County, the Capital region, the City of Edmonton, school boards, EIA and other stakeholders
  - 5.1.1 *Legislated Participation*
  - 5.1.2 *Relationship Building and Networking*
  
- 5.2 Review and assess regional collaboration studies
  - \**Strategies captured in other outcomes*
  
- 5.3 Participate and influence the annexation process based on our principles
  - 5.3.1 *Communication and Stakeholder Engagement*
  - 5.3.2 *Research and Analysis*

## Corporate Outcomes and Strategies

---

- 5.4 The organization identifies its desired role in the region and coordinates projects, interactions and advocacy to advance Leduc's interests
  - 5.4.1 *Programs and Initiatives*
  - 5.4.2 *Stakeholder Engagement*
  
- 5.5 Support the delivery of quality and cost effective regional services
  - 5.5.1 *Cost Share and Service Provision Agreements*

# Fiscal Sustainability

## Strategic Outcomes and Strategies

---

- 6.1 Continuously seek revenue generation opportunities
  - 6.1.1 *Fees and Charges*
  - 6.1.2 *Grants*
  - 6.1.3 *Promotions and Marketing*
  - 6.1.4 *Sponsorship Development*
  
- 6.2 Foster all types of development that results in a sustainable, healthy residential/industrial assessment base
  - 6.2.1 *Infrastructure Investment Strategy*
  
- 6.3 Finalize and implement fiscal sustainability plan
  - 6.3.1 *Asset Management*
  - 6.3.2 *Programs and Initiatives*
  - 6.3.3 *Stakeholder Engagement*
  
- 6.4 Regular review of selected services for efficiency/effectiveness
  - 6.4.1 *Continuous Improvement Initiatives*
  - 6.4.2 *Internal Service Level Agreements*
  - 6.4.3 *Service Level Reviews*
  
- 6.5 Maintain Leduc's attractive and competitive tax advantage
  - 6.5.1 *Annual Census*
  - 6.5.2 *Fiscal Management*





# Organizational Excellence

## Corporate Outcomes and Strategies

---

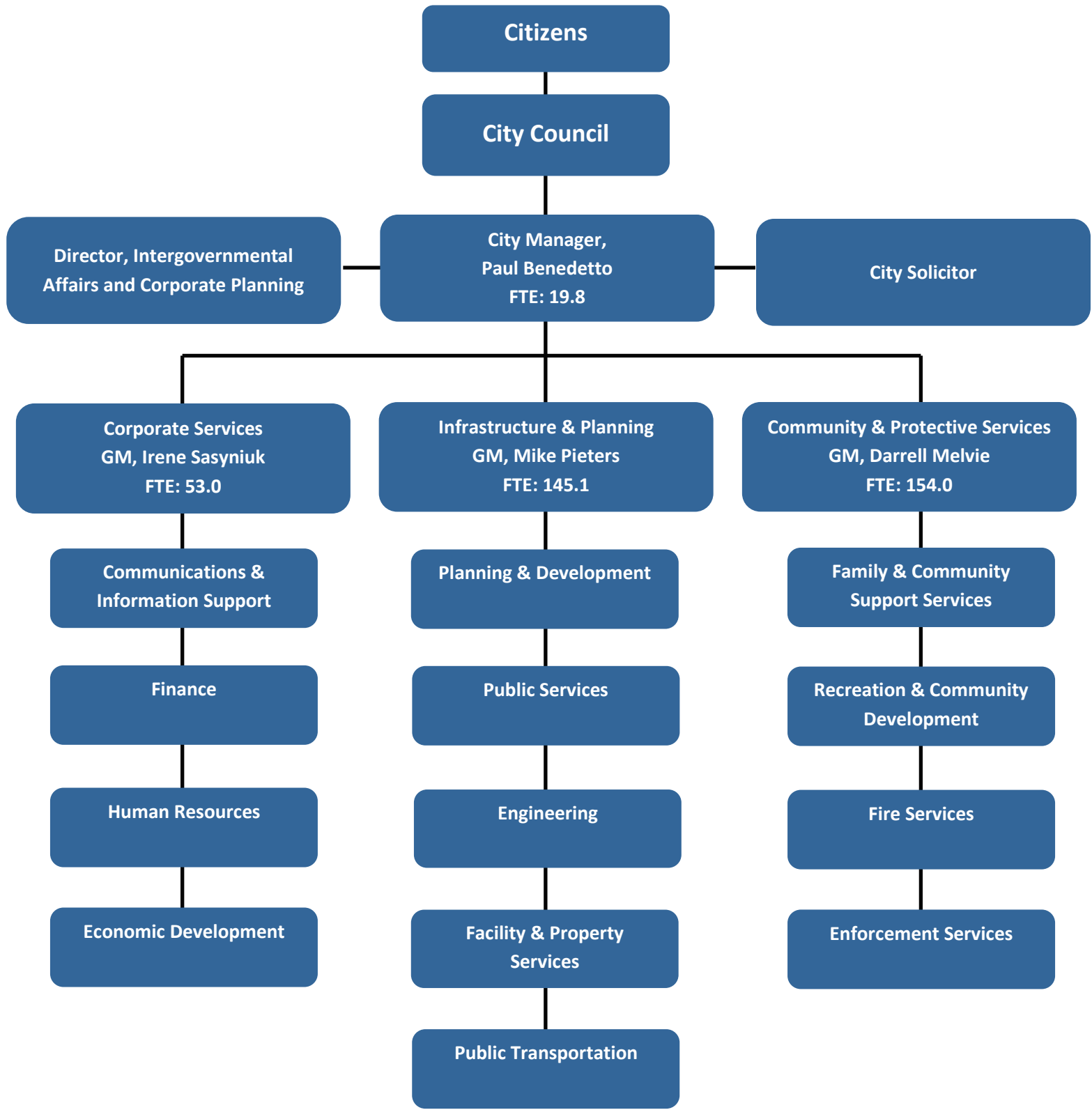
- 7.1 The City of Leduc supports a competent, productive and healthy workforce through investment in sound human resource systems and practices, training and development and upholding organizational values
  - 7.1.1 *Executive Leadership*
  - 7.1.2 *Healthy and Safe Work Environment*
  - 7.1.3 *Recruitment and Retention*
  - 7.1.4 *Staff Engagement and Internal Communications*
  - 7.1.5 *Total Rewards and Recognition*
  - 7.1.6 *Training and Development*
  - 7.1.7 *Workforce Planning*
  
- 7.2 The City of Leduc manages its finances to deliver the best value for ratepayers
  - 7.2.1 *Education and Engagement*
  - 7.2.2 *Financial Management*
  - 7.2.3 *Procurement*
  
- 7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property
  - 7.3.1 *Equipment Infrastructure Enhancements*
  - 7.3.2 *New Capital Investment*
  - 7.3.3 *Preventative and Ongoing Maintenance*
  - 7.3.4 *Projects and Initiatives*
  - 7.3.5 *Service Provision*
  
- 7.4 Leduc is a performance driven organization supported by a corporate planning framework that creates focus, identifies strategic priorities and facilitates leadership
  - 7.4.1 *Establish and Enhance Methodologies and Processes*
  - 7.4.2 *Interdepartmental Collaboration*
  - 7.4.3 *Reporting and Analysis*
  - 7.4.4 *Strategic, Business and Operational Planning*
  
- 7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public administration and Council
  - 7.5.1 *Support Administration*
  - 7.5.2 *Support Council*
  - 7.5.3 *Support the Public*
  
- 7.6 Citizens are regularly informed and actively engaged through timely access to information, awareness consultations and communications
  - 7.6.1 *Programs and Initiatives*
  - 7.6.2 *Reporting and Analysis*
  - 7.6.3 *Stakeholder Engagement*

# Organizational Chart



# 2016 Organizational Chart

FTE = 371.9



\* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.

## Full Time Equivalent Schedule Fiscal Years - 2014, 2015 and 2016

Department	2014 Budget	2015 Budget	2016 Budget	2015 vs 2016 Variance
<b>City Manager &amp; Council</b>				
Executive	3.5	3.5	3.5	0.00
Intergovernmental Affairs & Corporate Planning	2.0	1.6	4.3	2.70 <sup>1</sup>
Legal Services	3.0	3.0	3.0	0.00
Office of the City Clerk	0.0	8.5	9.0	0.50 <sup>2</sup>
<b>Corporate Services</b>				
Executive	2.0	3.0	3.0	0.00
Human Resources	11.5	13.0	13.9	0.90 <sup>3</sup>
Finance	16.0	16.5	17.6	1.08 <sup>4</sup>
Communications & Information Support	18.0	19.0	18.5	(0.50) <sup>5</sup>
Admin Record Services	8.0	0.0	0.0	0.00
<b>Community and Protective Services</b>				
Executive	2.0	2.0	2.0	0.00
Fire Services	48.2	52.2	55.2	3.00 <sup>6</sup>
Leduc Recreation Centre	49.4	47.7	47.9	0.20 <sup>7</sup>
FCSS	27.9	10.5	10.8	0.30 <sup>8</sup>
Enforcement *		20.4	24.0	3.60 <sup>9</sup>
Community Development	7.1	14.4	14.2	(0.19) <sup>10</sup>
Business Project Development	3.0	0.0	0.0	0.00
<b>Infrastructure and Planning</b>				
Executive	2.0	2.0	2.0	0.00
Planning & Development	17.0	20.0	21.0	0.98 <sup>11</sup>
Engineering & Infrastructure	10.1	11.6	12.9	1.29 <sup>12</sup>
Public & Utility Services	55.9	62.5	64.3	1.82 <sup>13</sup>
Facility & Property Services	35.3	35.9	35.5	(0.35) <sup>14</sup>
Public Transportation	8.4	9.4	9.4	0.00
<b>Total FTE</b>	<b>330.3</b>	<b>356.6</b>	<b>371.9</b>	<b>15.3</b>

\* included in FCSS for 2014 only

## Changes in Staff Compliment Fiscal Years - 2015 and 2016

### **City Manager & Council :**

1) Intergovernmental Affairs & Corporate Planning 2.7 FTE - new position added, Government Relations Advisor (0.75 FTE start date: April 2016\*); Reallocated 2 existing positions: one position (0.91 FTE) from Corporate Services (Finance) and the other position of Corporate Performance (1.0FTE) from Corporate Services.

2) Office of the City Clerk 0.50 - Legislated Clerk approved in 2015 (above) with a start date of July 1, 2015 resulting in additional .50 FTE in 2016.

### **Corporate Services :**

3) Human Resources 0.9 FTE - Organizational Effectiveness Consultant approved in 2015 (above) with a start date of July 1, 2015 resulting in additional .50 FTE in 2016. Existing Human Resources Assistant position increased 0.4 FTE (from part time 0.60 FTE to full time 1.0 FTE).

4) Finance 1.08 FTE - finance intern - term position partially funded through grant (0.5 FTE start date of July 1, 2016); new procurement assistant (0.38 FTE start date of April 1, 2016\*); Financial Analyst position approved in 2015 (above) with a start date of July 1, 2015 resulting in additional .50 FTE in 2016. Reallocated existing position 0.91 FTE to Intergovernmental Affairs & Corporate Planning and adding 0.6 FTE for its backfilling.

5) Communications & Information Support Services (0.5 FTE) - reallocated existing position (1.0FTE) to Executive (Economic Development); added new position (0.5 FTE) manager of corporate sponsorship that was under contracted services in 2015.

### **Community and Protective Services:**

6) Fire Services 3.0 FTE - added new position (1.0 FTE) Fire Safety Codes Officer; added 2.0 FTE for firefighter position (new positions added in 2015 start date July 1, 2015) finalizing staffing Firehouse #2

7) Leduc Recreation Center 0.2 FTE - Existing part time Aquatic Scheduling Assistant position now full time (was .80 FTE now 1.0 FTE).

8) FCSS 0.3 FTE - existing part time Regional Adult Learning Coordinator position now full time (was .70 FTE now 1.0 FTE).

9) Enforcement 3.6 FTE - new service level additions 1.0 FTE for CPO position and 3.0 FTE for Detachment Clerk; deletion of a part time seasonal weed inspector position 0.4 FTE.

10) Community Development (0.19) FTE - 1.0 FTE transfer from term position of Promotions Administrator to 0.75 FTE new position Promotions Advisor (1.0 FTE\*).

### **Infrastructure and Planning :**

11) Planning and Development 0.98 FTE - Business License Officer 0.38FTE (0.5 FTE\*), new position added; added 0.6 FTE for Information Support Services.

12) Engineering and Infrastructure 1.29 FTE - Reallocated 0.19 FTE from Public Services, added .50 FTE - Environmental Sustainability Assistant previously was 0.50FTE, added .60 FTE - Asset Management summer student, reallocated from capital program.

13) Public and Utility Services 1.82 FTE - Operator, Parks & Open Spaces 0.75 FTE (1.0 FTE\*) new position added. Operator, Infrastructure 0.75 FTE (1.0 FTE\*), new position added. Seasonal Laborer, Bus Stop Snow Clearing, 0.5 FTE, 2 new positions added. Reallocated 0.19 FTE to Engineering.

14) Facility & Property Services (0.35 FTE) - Reduced 0.35 FTE for Janitorial Services.

**\* 3 month vacancy allowance**

# Budget Process



# City budget process

Each year extensive planning takes place to identify organizational and service needs for the following year. This process begins later in the second quarter to best manage expectations and service levels leading into the fall budget planning process. This includes a public survey where citizen input is gathered and included in the fall budget proceedings with Leduc City Council.

City Council will be asked to approve a one year operating and a one year capital budget. In addition, Council will also be asked to adopt a two year operating, and a nine year capital budget in principle. Below is a high level overview of the annual budget process and timeline.

- |  |  |
|--|--|
| <p><b>February:</b></p> <ul style="list-style-type: none"> <li>- Council workshop</li> </ul> <p><b>March:</b></p> <ul style="list-style-type: none"> <li>- Community visioning (following each election)</li> </ul> <p><b>April:</b></p> <ul style="list-style-type: none"> <li>- Budget guiding principles approved by council</li> <li>- Council workshop</li> <li>- Citizen satisfaction survey</li> </ul> <p><b>May:</b></p> <ul style="list-style-type: none"> <li>- Departments prepare budgets (three year operating, ten year capital)</li> <li>- Budget survey</li> <li>- Department operational business planning</li> </ul> <p><b>June:</b></p> <ul style="list-style-type: none"> <li>- Department operational business planning</li> <li>- Departments prepare budgets</li> <li>- Review of preliminary budget survey results with council</li> <li>- Review budget pressures with council</li> </ul> <p><b>July:</b></p> <ul style="list-style-type: none"> <li>- Finance reviews budget with departments</li> </ul> <p><b>August:</b></p> <ul style="list-style-type: none"> <li>- Finance reviews both statistical and non-statistical budget survey results with council</li> </ul> | <p><b>September:</b></p> <ul style="list-style-type: none"> <li>- Executive budget review</li> </ul> <p><b>October:</b></p> <ul style="list-style-type: none"> <li>- Finance reviews budget pressure update with council</li> <li>- Finance meets with executive and directors to review budget</li> <li>- Draft budget binder prepared for committee of the whole public budget meeting</li> </ul> <p><b>November:</b></p> <ul style="list-style-type: none"> <li>- Budget preview with council at committee of the whole</li> <li>- Public budget meetings with council at committee of the whole</li> </ul> <p><b>December:</b></p> <ul style="list-style-type: none"> <li>- Budget approved</li> </ul> |
|--|--|



## Budget Guiding Principles 2016-2018

Policy Number 11.00:19 was approved in 2006 to establish principles for the annual preparation of the municipal budgets. In some cases these principles stand alone, while in others the principles are excerpts from separate policies established by Council.

The budget is the fiscal plan that is built to support Council's Strategic Plan and is part of the City's financial and corporate planning model. The budget provides authority for administration to spend City's revenues on programs and services as directed by City Council.

The City's annual budget is to be developed based on the principles approved by City Council under the "Budget Guiding Principles" policy.

The following guiding principles are provided as a suggestion for Council:

- Present a fiscally responsible budget by utilizing a service level focus to determine whether to increase or decrease departmental budgets
- Focus on long term sustainable planning through consideration of:
  - Growth Pressures
  - Economic Stability & Growth
  - Revenue Sensitivity
  - Offsite Levy Policies
  - Airport Revenues
- Balance operational needs and long term capital needs through the in-depth review of
  - Debt Management
  - Reserve Funding
  - Grants
  - Cost Share Agreements / Regional Collaboration
- Finalize the mill rate with a focus on
  - New Emergent Items
  - Enhancing Capital Funding
- Update the staffing plan annually based on approved service level changes, new service levels and growth projections for the next three years
- Re-evaluate every full time vacant position in the organization for ongoing need
- Accelerate, expand, or contract local capital projects based on market conditions
- Avoid across the board cuts that take funds away from higher priority programs and services along with those of lower priority when making budget reductions
- Continue to evaluate our budgeting process with the use of trend analysis and financial indicators
- Service Level Review:
  - Public Services





# CITY OF LEDUC

## POLICY NUMBER 11.00:19

PAGE: 1 OF 3

---

<b>AUTHORITY:</b>	CITY COUNCIL	<b>ISSUE DATE:</b> 25-Sep-2006
		<b>SUPERSEDES:</b>
		<b>REVISION #:</b> NEW
<b>AREA/CHAPTER:</b>	CITY COUNCIL	
<b>POLICY NAME/TITLE/SUBJECT:</b>	BUDGET GUIDING PRINCIPLES	
<b>DEPARTMENT/SECTION:</b>		
<b>RELEVANT LEGISLATION:</b>		
<b>RELEVANT BYLAW/RESOLUTION:</b>	#297/2006	

---

### Policy Objective:

To establish principles for the annual preparation of the Municipal Budgets. In some cases these principles will stand alone, while in others the principles are excerpts from separate policies established by Council.

The Budget is the fiscal plan that is built to support Council's Business Plan and is part of the City's Financial and Business Planning Corporate Model. The Budget provides authority for Administration to spend the City's revenues on programs and services as directed by City Council.

Financial policies will be an integral part of the development of the budget.

### Policy:

The City's annual budget will be developed based on the following principles.

A. GENERAL

The Operating Budget is the annual financial plan for the City. It provides Administration with the resources necessary to present the service levels determined by City Council. The Operating Budget will support Council's Business Plan.

B. BALANCED BUDGET

Each year the City shall adopt a balanced budget where operating revenues are equal to operating expenditures.

Any year-end operating surpluses will be applied to the City's "General Contingency Reserve" (95%) and the "Accumulated Surplus" (5%).

C. ONE-TIME REVENUES

One-time revenues will be matched with one-time operational or capital expenditures. The use of one-time revenues for balancing budgets shall be avoided, as these result in incurring annual expenditure obligations which may be unfunded in future years.



# CITY OF LEDUC

## POLICY NUMBER 11.00:19

PAGE: 2 OF 3

### D. REVENUES

1. Unpredictable revenue sources will not be used to fund expenditures until the revenue has been received.
2. Operating revenue estimates will be based on actual historic trends. Knowledge of future expectations will be taken into account. Since revenues are sensitive to both local and regional economic conditions, revenue estimates adopted by City Council must be conservative.
3. Diversify Revenues
  - a) The City will charge fees for services where it is applicable and cost effective to do so.
  - b) The City will strive for full cost recovery where it is applicable and cost effective to do so.
  - c) The City will continuously seek new and alternative revenue sources so as to limit the dependence on one or only a few sources and in order to maintain needed services during periods of declining economic activity.

### E. NEW PROGRAMS / INCREASE / DECREASE IN SERVICE LEVEL

The Operating Budget will be built based on the principle to sustain current programs and level of services. New programs and / or an increase or decrease in service level will be presented in separate business cases.

### F. RESERVES

1. Reserves are set up by Council for specific purposes through its reserve policy. They are used to offset impacts of major expenditures and stabilize the operating and capital budgets.

The City maintains both operating and capital reserves. The operating reserves are used to fund unexpected or emergency expenditures, to smooth the impact of financial changes on tax payers and service users or are set aside for specific future liabilities. The capital reserves are mainly used to support the City's long-term capital planning.
2. Transfer to reserves will be restricted to the following sources:
  - a) Transfer from "Operating" as approved by Council.



# CITY OF LEDUC

## POLICY NUMBER 11.00:19

PAGE: 3 OF 3

- b) Direct cash receipts such as sale of fixed assets and land, or any other cash receipts as authorized by Council.
3. Transfers from reserves shall be authorized as part of the budget process and approved by Council.
4. Interest earnings are generally intended to be applied to capital reserves only.
5. The City may borrow from reserves to reduce the overall impact of borrowing. Where the City decides to borrow internally, the rate used shall be the "Alberta Capital Finance Authority" rate.
6. Each reserve will be supported by a ten year projection of additions and uses of monies. These projections will be updated annually as part of the budget process.

### G. CAPITAL IMPACT

The City will strive to maintain an appropriate base in the Operating Budget to support the 10-Year Capital Budget. A decrease in debenture payments will result in an increase in transfers to reserve.

Capital Expenditures are needed for:

1. Refurbishing to maintain Existing Assets.
2. New Amenities and Infrastructure to support growth.

### H. DEBT MANAGEMENT

The cost of servicing any new debt will be addressed in the same budget year as the debenture will be issued.

AUTHORITY'S SIGNATURE:

## Budget Funds

The City of Leduc operates one General Fund. As at December 31, 2015 the fund balances are as follows:

Department	Function	General Fund
City Manager	Executive	X
City Solicitor	Executive	X
Intergovernmental Affairs & Corporate Planning	Executive	X
Mayor & Council	Executive	X
Office of the City Clerk	Executive	X
Community Development	Community & Protective Services	X
Enforcement Services	Community & Protective Services	X
FCSS	Community & Protective Services	X
Fire Services	Community & Protective Services	X
GM Community & Protective Services Admin	Community & Protective Services	X
LRC Operations	Community & Protective Services	X
Admin/Records Services	Corporate Services	X
Communications & Information Support	Corporate Services	X
Corporate Planning	Corporate Services	X
Finance	Corporate Services	X
GM Corporate Services Admin	Corporate Services	X
Human Resources	Corporate Services	X
Economic Development	Corporate Services	X
Engineering	Infrastructure & Planning	X
Facility Services	Infrastructure & Planning	X
GM Infrastructure & Planning Admin	Infrastructure & Planning	X
Planning	Infrastructure & Planning	X
Public Services	Infrastructure & Planning	X
Public Transportation	Infrastructure & Planning	X
Utility Services	Infrastructure & Planning	X

# Financial Overview



## Operating Budget Summary - City Consolidated

	2013 Actual	2014 Actual	2015* Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Enforcement Services	1,299,184	1,560,235	1,459,150	1,330,350	2,226,000	2,327,000	2,429,000
Government Transfers	7,216,780	7,657,400	8,221,811	7,693,005	8,102,065	8,210,293	8,527,938
Inter-Divisional Revenue	1,520,841	1,769,480	2,005,830	2,005,830	2,218,725	2,218,725	2,218,725
Interest & Penalties	1,454,349	1,337,056	355,204	1,705,000	1,427,400	1,642,000	1,889,500
Net Taxes - Revenue	31,573,651	34,629,744	38,824,976	38,702,809	41,202,973	43,851,564	47,103,392
Other Income	8,515,414	8,080,097	6,884,717	9,395,015	4,976,176	8,987,120	10,719,260
Rent Revenue	2,007,493	2,219,665	2,080,453	2,020,114	2,094,401	2,138,798	2,107,284
Sale of Services	9,606,930	10,129,642	9,376,592	9,454,813	8,646,975	8,887,886	9,136,309
Utility Services Revenue	15,823,100	17,524,261	17,636,289	18,924,900	20,219,200	21,540,500	23,043,400
Total Revenues	79,017,741	84,907,578	86,845,021	91,231,836	91,113,915	99,803,886	107,174,808
<b>Expenditures</b>							
Employee Benefits	4,286,065	4,938,417	5,698,054	6,003,184	6,686,251	7,383,087	8,140,715
Salaries & Wages	23,787,903	25,599,046	28,307,624	29,902,080	31,769,085	33,751,644	35,838,846
Total Staff Costs	28,073,968	30,537,463	34,005,678	35,905,264	38,455,335	41,134,730	43,979,560
Bank Charges & Interest	205,029	269,254	178,887	210,600	239,312	244,026	248,862
Contract Services	9,882,752	10,512,289	10,586,676	13,066,218	12,716,358	12,874,080	13,044,384
Cost of Utilities Sold	5,303,819	5,690,754	6,289,146	6,306,000	7,073,000	7,784,000	8,541,000
General Services	512,740	577,301	588,392	648,689	639,160	692,100	750,500
Grants to Organizations	1,719,535	1,758,620	1,999,420	2,033,290	2,147,583	1,976,814	2,017,248
Inter-Divisional Expenses	1,520,841	1,769,480	2,005,830	2,005,830	2,218,725	2,218,725	2,218,725
Interest on Long Term Debt	2,204,319	2,122,249	2,272,750	2,328,615	2,650,993	2,500,936	2,438,555
Materials & Supplies	3,813,016	3,757,339	4,024,166	4,359,758	4,679,853	4,540,808	4,524,378
Other Expenses	109,576	117,181	122,907	122,907	126,000	129,800	133,700
Repairs & Maintenance	1,006,844	1,058,204	1,054,641	1,111,369	1,158,339	1,223,113	1,255,295
Telephone & Communications	167,408	164,065	226,750	216,710	184,879	190,678	193,228
Training & Development	998,395	927,455	1,021,590	1,048,161	1,107,171	1,149,956	1,146,315
Utilities - expense	2,629,659	2,701,381	2,783,045	2,844,874	3,071,516	3,239,768	3,406,680
Total Operational Costs	30,073,934	31,425,572	33,154,198	36,303,021	38,012,889	38,764,805	39,918,870
Total Expenditures	58,147,902	61,963,035	67,159,877	72,208,285	76,468,224	79,899,535	83,898,430
Net of Revenue Over Expenditures	20,869,840	22,944,543	19,685,145	19,023,551	14,645,691	19,904,351	23,276,378
<b>Net Interfund Transfers</b>							
Debt Repayment	(2,395,090)	(2,547,633)	(2,371,045)	(2,339,212)	(3,810,606)	(3,951,918)	(4,070,292)
Transfers to Reserves	(18,589,975)	(41,480,210)	0	(18,840,974)	(14,351,156)	(18,712,173)	(21,379,388)
Transfers from Reserves	186,116	21,169,682	0	2,156,635	3,516,071	2,759,740	2,173,302
Total Interfund Transfers	(20,798,949)	(22,858,161)	(2,371,045)	(19,023,551)	(14,645,691)	(19,904,351)	(23,276,378)
"Net Surplus (Deficit)"	70,891	86,383	17,314,100	0	0	0	0

Report Date: 1/26/2016

\*2015 Actual YTD is not representative of year end totals

## 2016 Business Case Summary

The City of Leduc’s operating budget is built on the principle to sustain current programs and level of services. Accordingly, any new programs/initiatives and or increase/decrease in service levels must be presented in a separate business case. The business case provides a background, description, timeline, how the change aligns to Council’s strategic goals, as well as all associated operating and capital revenues and expenses.

In the 2016 budget process, two business cases were proposed to Council and approved. Detailed business cases for the Police Resource Plan are found on page 173 and the Leduc Adult Learning Centre can be found on page 148.

Division	Dept.	Proposal	Operational Impact			Capital or One Time		
			2016	2017	2018	2016	2017	2018
CPS	Enforcement	Police Resource Plan	(128,000)	(128,000)	(128,000)	0	0	0
CPS	FCSS	Leduc Adult Learning Centre	10,000	45,000	45,000	0	40,000	0
<b>Total</b>			<b>(118,000)</b>	<b>(83,000)</b>	<b>(83,000)</b>	<b>0</b>	<b>40,000</b>	<b>0</b>

<sup>(1)</sup> Note: Hard costs are \$272,000 estimated revenues are \$400,000 yielding a net surplus of \$128,000.

# CITY OF Leduc 2016 Budget Highlights

During the regular meeting of Leduc City Council on Dec. 8, 2015, council adopted the 2016 operating and capital budgets outlining a 2.26 per cent tax increase; two-year forecasted operating budget (2017-2018) and a nine-year capital forecast (2017 – 2025).

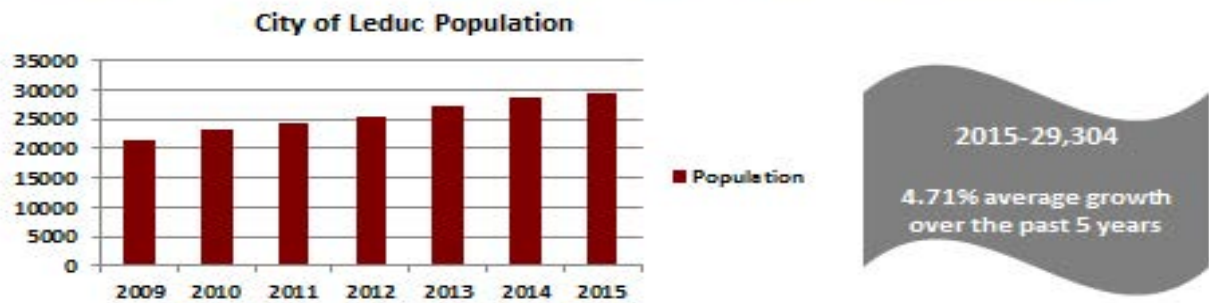
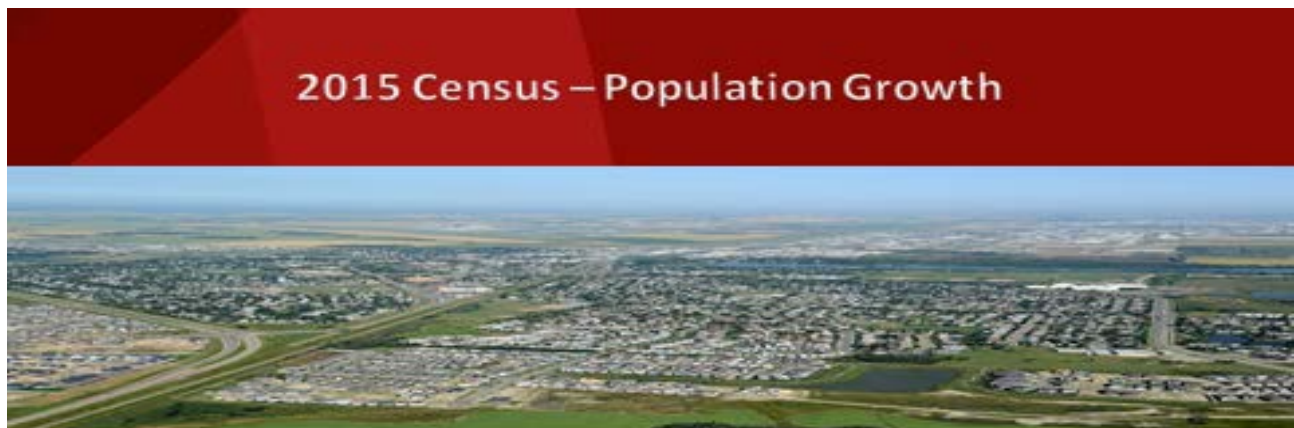
## What you should know

Fire protection and policing requirements: In 2013, city council approved a multi-year strategy that increased taxes 2 per cent in each of the four years 2013 to 2016 that smoothed the impact for ratepayers to address protective service needs. The 2016 budget includes an additional RCMP member, one Community Peace Officer and three Detachment Clerks.

The 2016 budget also reflects enhanced services, with three-year funding support for Leduc Adult Learning - \$10,000 (2016), \$45,000 (2017), \$45,000 (2018).

## Population Growth

The City of Leduc continues to be one of the fastest growing communities in Canada, with a 2.52% increase in population over last year and a 5-year average growth rate of 4.71%.



## Public Engagement

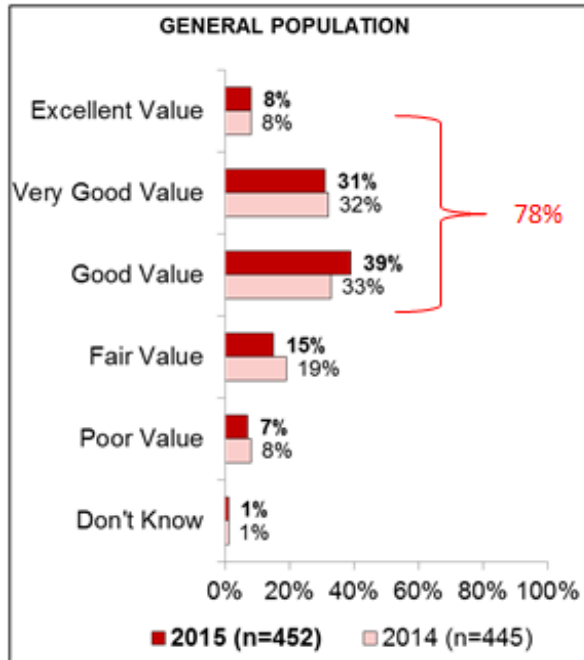
The city continued this year with enhanced public participation into the 2016 budget planning process through two online surveys. More than 630 responses, a 10 per cent increase over last year, were provided on city services and funding priorities. This year the City of Leduc combined the census mail out with the budget planning survey as an effective and efficient way to bring attention to the survey and engaging more citizens in the budget process.



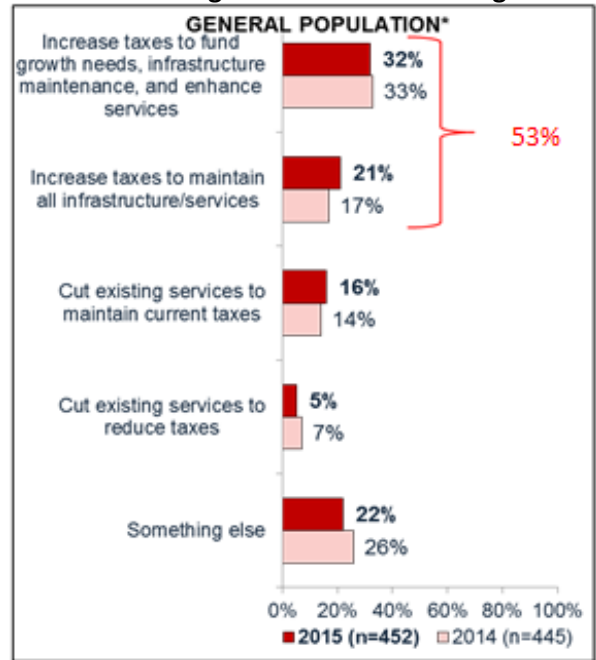
# CITY OF Leduc 2016 Budget Highlights

Leduc engaged the services of Barrister Research to conduct the 2016 budget planning survey. The completed surveys were forwarded to Bannister for data entry and analysis. Below are two key survey results:

**Perceived Value for Tax Dollars**

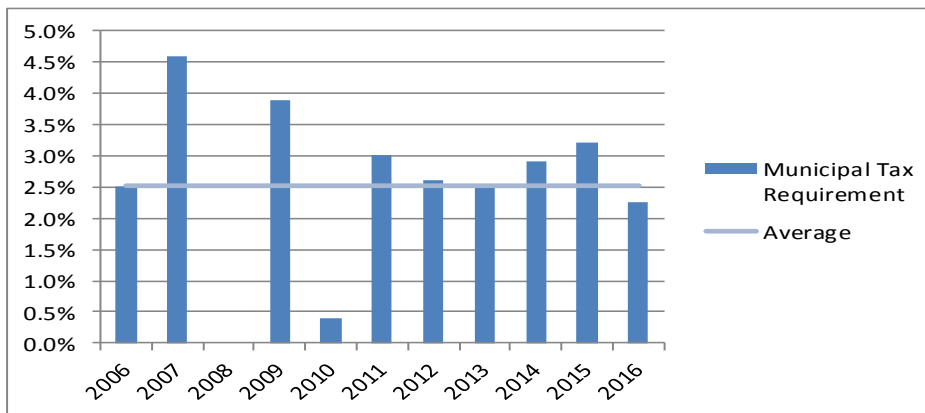


**Potential Strategies to Balance the Budget**



78% of citizens felt the perceived value for tax dollars as good, very good, or excellent and 53% of citizens would support increasing taxes.

Council and Administration worked diligently to not only meet current service levels, but also to enhance and optimize service levels while minimizing the tax impact to its citizens. Council achieved this through the approved 2.26 per cent total municipal tax requirement for 2016. This includes a 0 per cent operational base requirement, 2 per cent tax impact for the final year of a four-year investment to address growth needs for emergency services and .26 per cent to cover the elimination of the province’s Alberta Social Housing Corporation grant. Below is a chart depicting the approved 2016 municipal tax requirement as well as the historical rates for 2006 to 2015. The average tax rate for this time period is 2.5 per cent, not only is the 2016 rate below that average, it is also the lowest rate the City of Leduc has imposed since 2010.



### **Fees and Charges**

Below are changes to our fees and charges bylaw for 2016 (not all inclusive listing):

#### Planning and Infrastructure (Part III)

- Subdivision application fee – endorsement fee (section viii): Bareland condominium or redivision of a phased condominium fee \$40.00 per parcel
- Land use bylaw (section 25): Prior to issuance of development permit – third and subsequent submission of plans required to review unaddressed deficiencies \$50.00/review
- Utilities
  - \$4.41/month increase per household based on an average consumption of 14.9 per cubic meter per month
  - \$1.95 per cubic meter water consumption charge for residential
  - \$1.39 per cubic meter wastewater consumption charge

#### Public Transportation – Charter Rates (Part V)

- Leduc Assisted Transportation Services (LATS) buses – \$75/hour
- Community (Arbocs) buses - \$95/hour
- Commuter (Flyers) buses - \$105/hour

#### Recreation and Community Development (Part IX)

- School recreation swim admission rate (access to aquatic centre only) - \$3.35/student
- User group pool rental for non-prime discount – 35% off
- Kinsmen community room rental – hourly \$39.80
- Outdoor amenities and spaces: picnic sites: Fred Johns (Sites A, B, C) - \$10.00/hour rental fee
- Outdoor pool admission and passes – aquatic group daily admission rate (15 or more participants) – 25% discount
- Ball Diamond Tournament Services – drag and line services (every second game \$25.00/day; every game \$50.00/day)
- William F. Lede Ball Diamond Lights – per use \$37.50

### **Revised:**

- Water consumption charge for residential \$1.95 per cubic meter
- Wastewater consumption charge, \$1.39 per cubic meter
- No rate increase for minor ice or field house rental
- No fee increase for adult or senior LRC admissions and memberships

### **Operational Budget**

The City of Leduc's revenues are projected to be \$91.1 million. Operational budget highlights include:

- Final year of a four-year 2 per cent investment for future Protective Service infrastructure and operations
- 0.26 per cent to cover the elimination of the province's Alberta Social Housing Corporation grant



## **2016 Budget Highlights**

- No inflationary increase for all other city operations. Administration was challenged to find more effective and efficient ways to perform current activities which enabled the following operational features in 2016:
  - \$340,000 (not including capital costs) funding for the 2016 Summer Games
  - \$75,354 funding increase to grants to organizations
  - \$159,952 for a two-year term shared fire inspector position with Leduc

### **Capital Budget – investing in infrastructure to support growth**

The City of Leduc 2016 capital budget of \$48.5 million will be dedicated to projects and initiatives dealing with roads, offsite levies, engineering, parks, Public Services, facilities and other capital purchases. The 2016 projected revenues are \$91.1 million will be allocated to standard operating expenses.

Highlights from the city's \$48.5 million 2016 Capital Budget (not all-inclusive listing):

#### Road Program \$9.6M

- \$9.6 million invested in 2016 to optimize the useful lifespan of road infrastructure, including:
  - Leduc Estates
  - Meadowview
  - Caledonia
  - Airport Road
  - Other city arterial roadways

#### Offsite Levy (Developer Funded) Program \$20.0M

- \$9.5M: Water Reservoir (Robinson)
- \$5.5M: Lift Station and Force Main (Annexation area)
- \$2.7M: 65 Avenue West #49
- \$1.75M: Trunk Water Mains

#### Facilities Program \$2.8M

- \$1.5M: Strategic Land Acquisition
- \$498K: LRC Pool Mechanical Renovations
- \$200K: Emergency Power Connections Business Continuity
- \$155K: Protective Services Building Capital Renewal
- \$100K: LRC Pool Office Reconfiguration

#### Parks Program \$2.9M

- \$800K: Telford Lake Multiway
- \$502K: Playground Equipment
- \$350K: North Telford Rec Land Development
- \$310K: Fred Johns Shelter
- \$250K: Lede Park Improvements
- \$200K: Outdoor Rink
- \$30K: Outdoor Skating Path

**CITY OF Leduc 2016 Budget Highlights**

**Public Services Program \$1.5M**

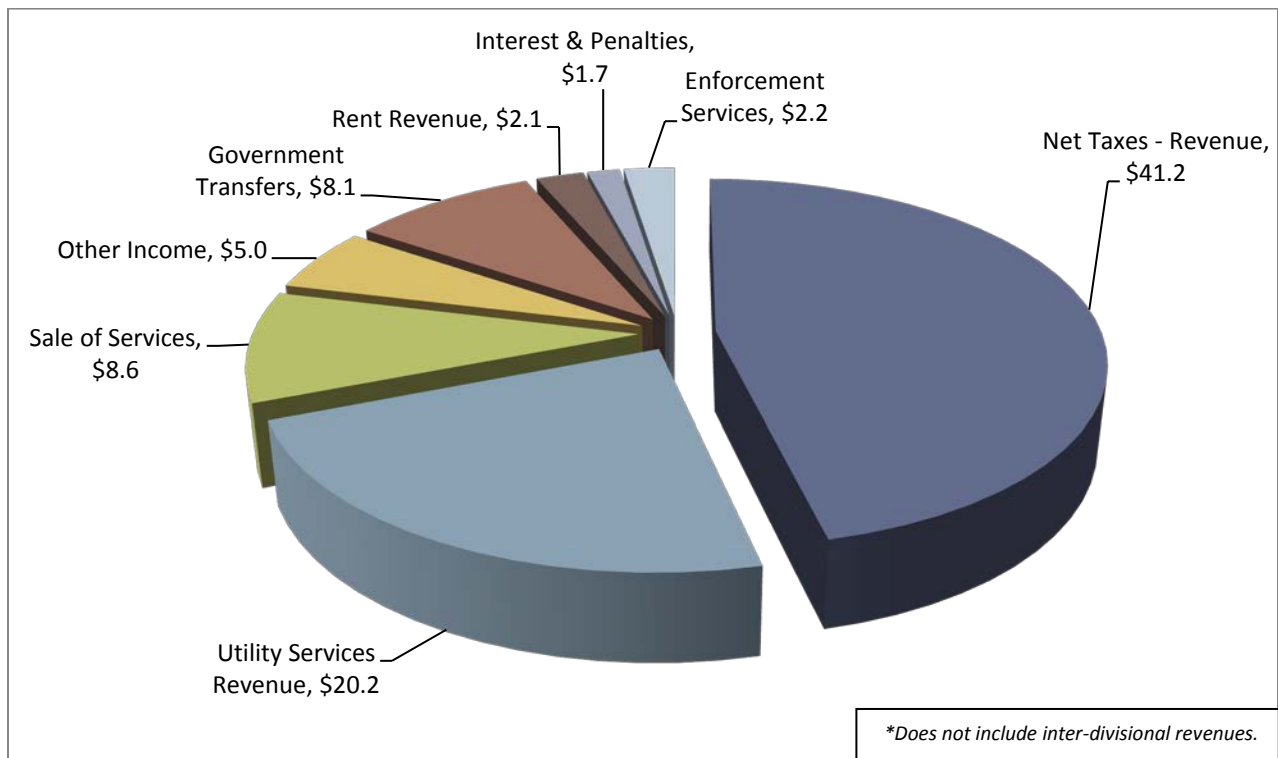
- \$530K: Storm Pond Maintenance
- \$100K: Multiway Overlays
- \$100k: Side Walk Replacement Program
- \$100K: Railway Crossing Rehabilitation
- \$90K: Cemetery Columbarium
- \$96K: School Zone Flashing, Speed Awareness and Safety Signs

**Other miscellaneous capital projects**

- \$2.24M: Downtown Redevelopment Plan (Phase I & II)
- \$655K: Annexation Strategy & Implementation
- \$250K: Aerotropolis
- \$250K: Recreation Vehicle Dump
- \$140K: Station Alerting, Station 1 (Fire Services)

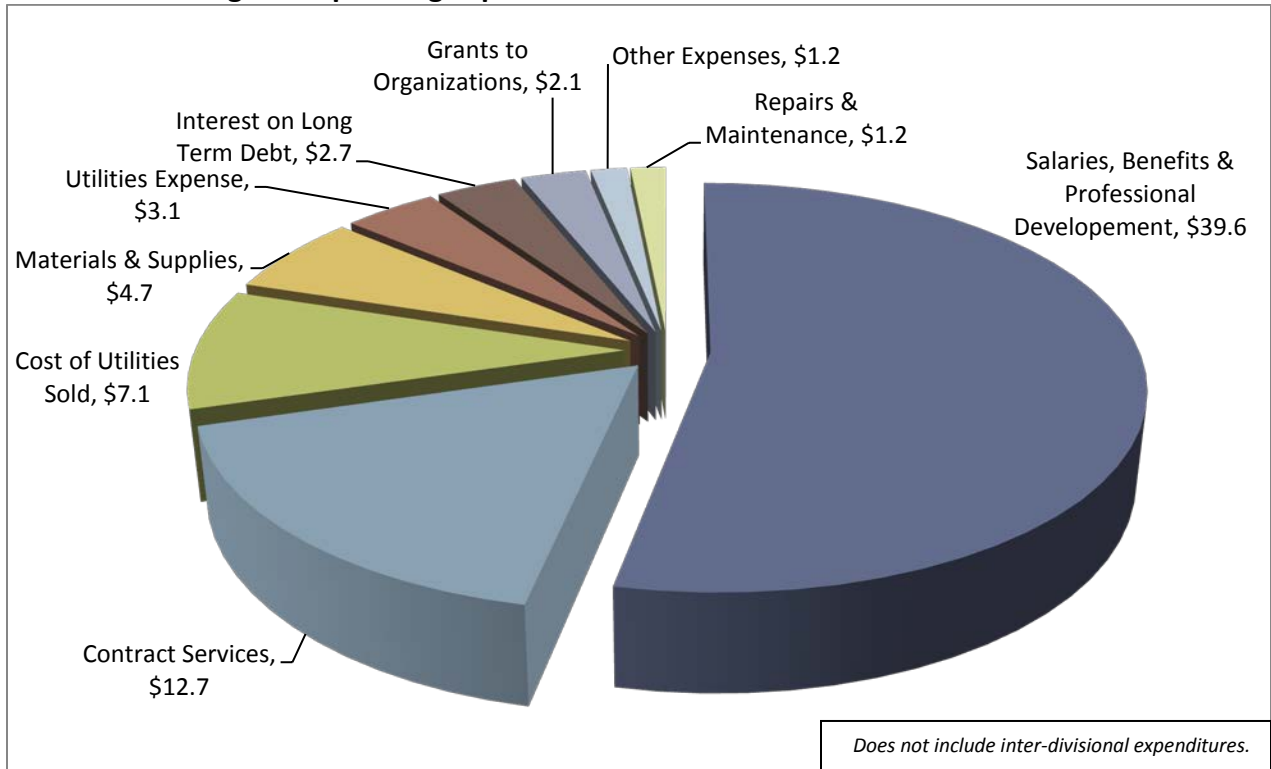
**2016 Operating and Capital Budget Quickviews:**

- **2016 Budgeted Operating Revenue - \$ 88.9 Million\***

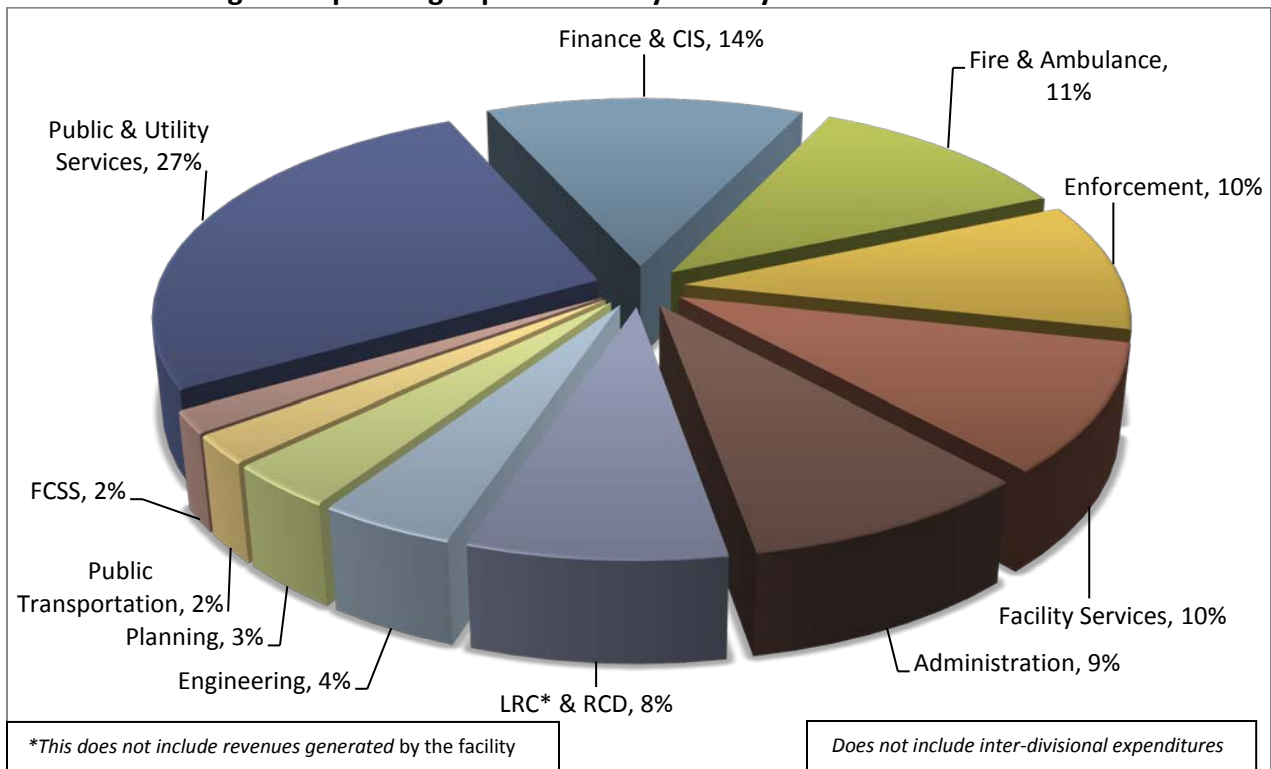


**CITY OF Leduc 2016 Budget Highlights**

• **2016 Budgeted Operating Expenditures - \$74.2 Million\***

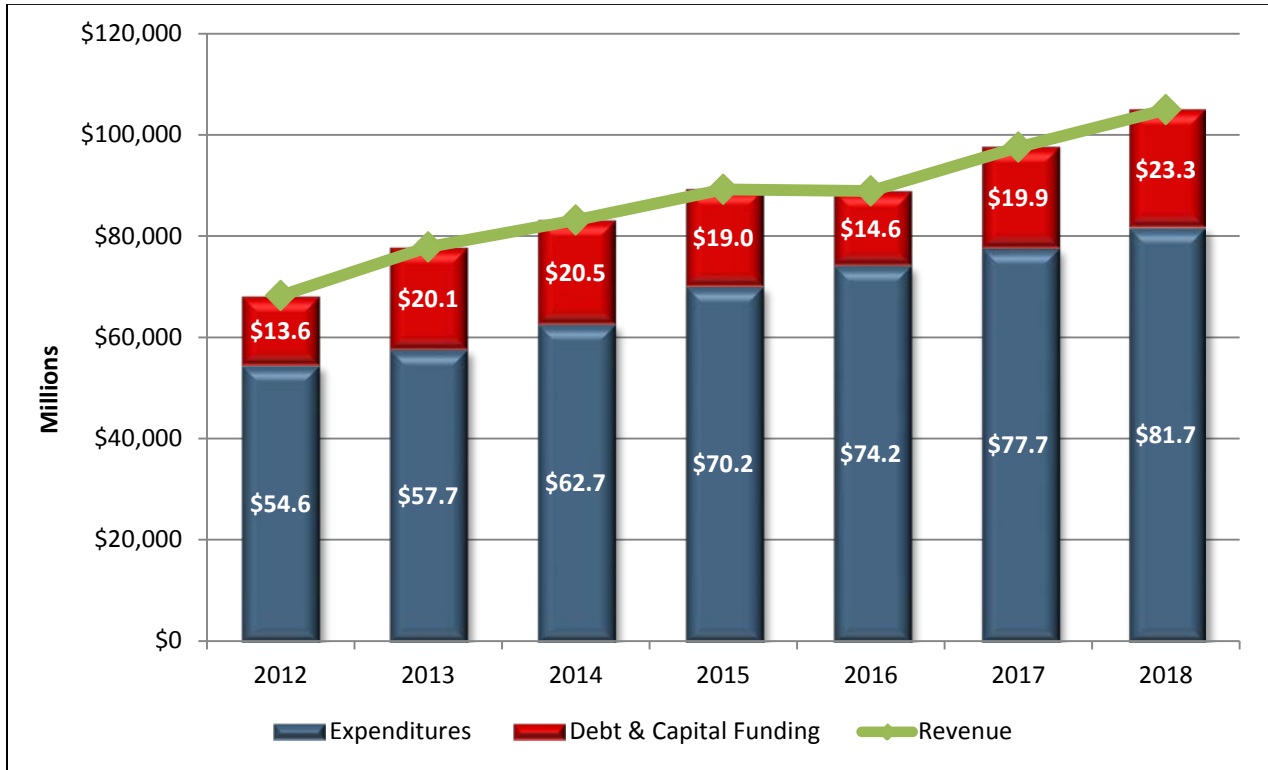


• **2016 Budgeted Operating Expenditures by Activity**

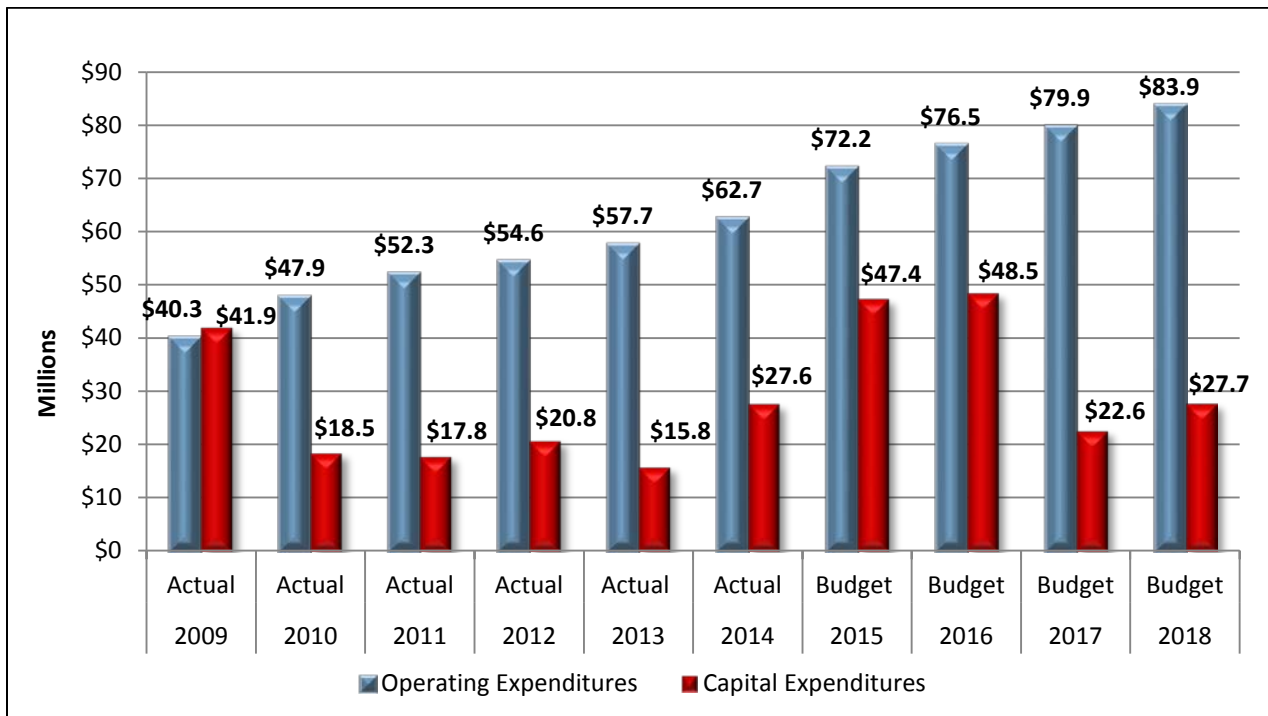


**CITY OF Leduc 2016 Budget Highlights**

- **7 Year Operating Budget** *(Revenue includes offsite levy)*

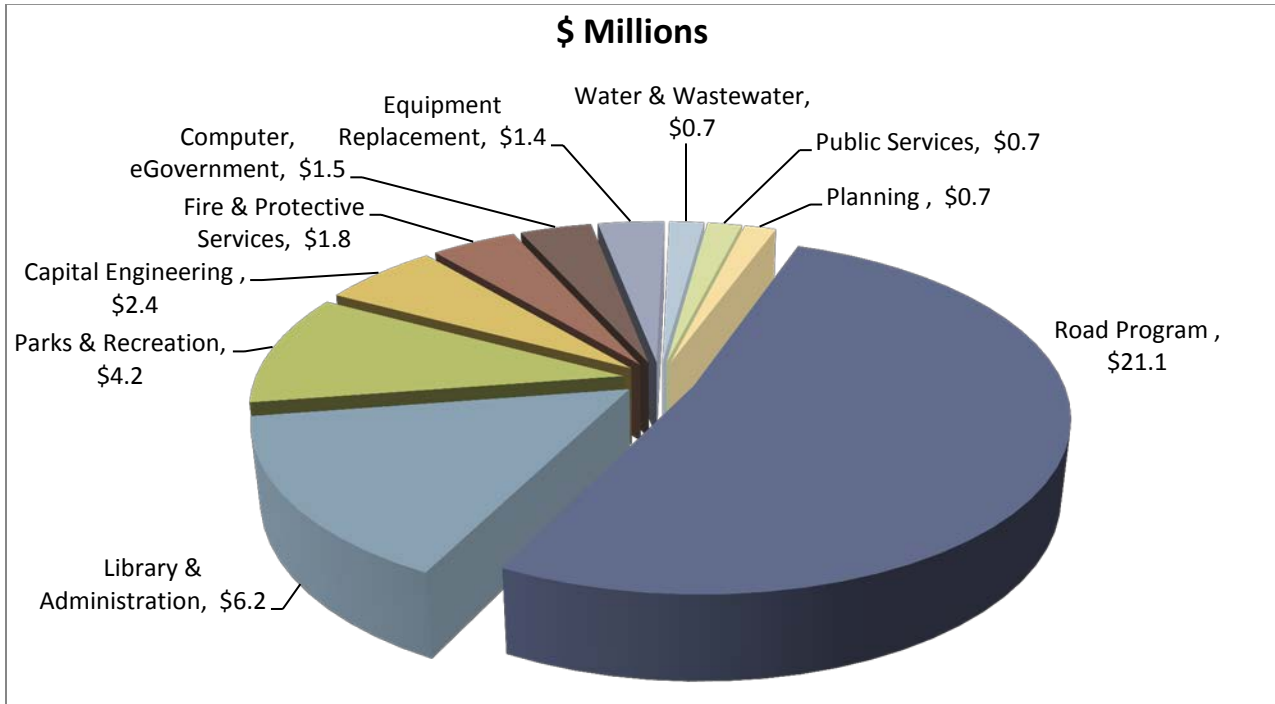


- **Comparison of Operating Expenditures and Capital Expenditures**

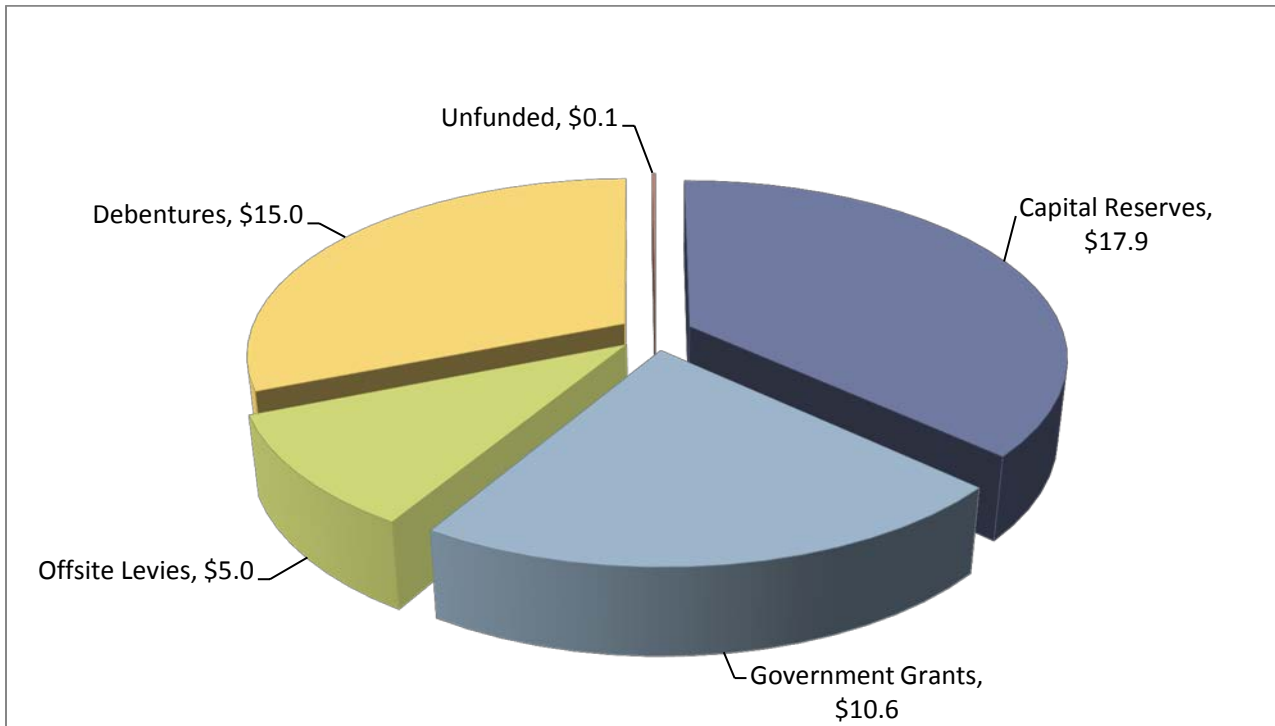


**CITY OF Leduc** 2016 Budget Highlights

- 2016 Capital Budget - \$48.5 Million

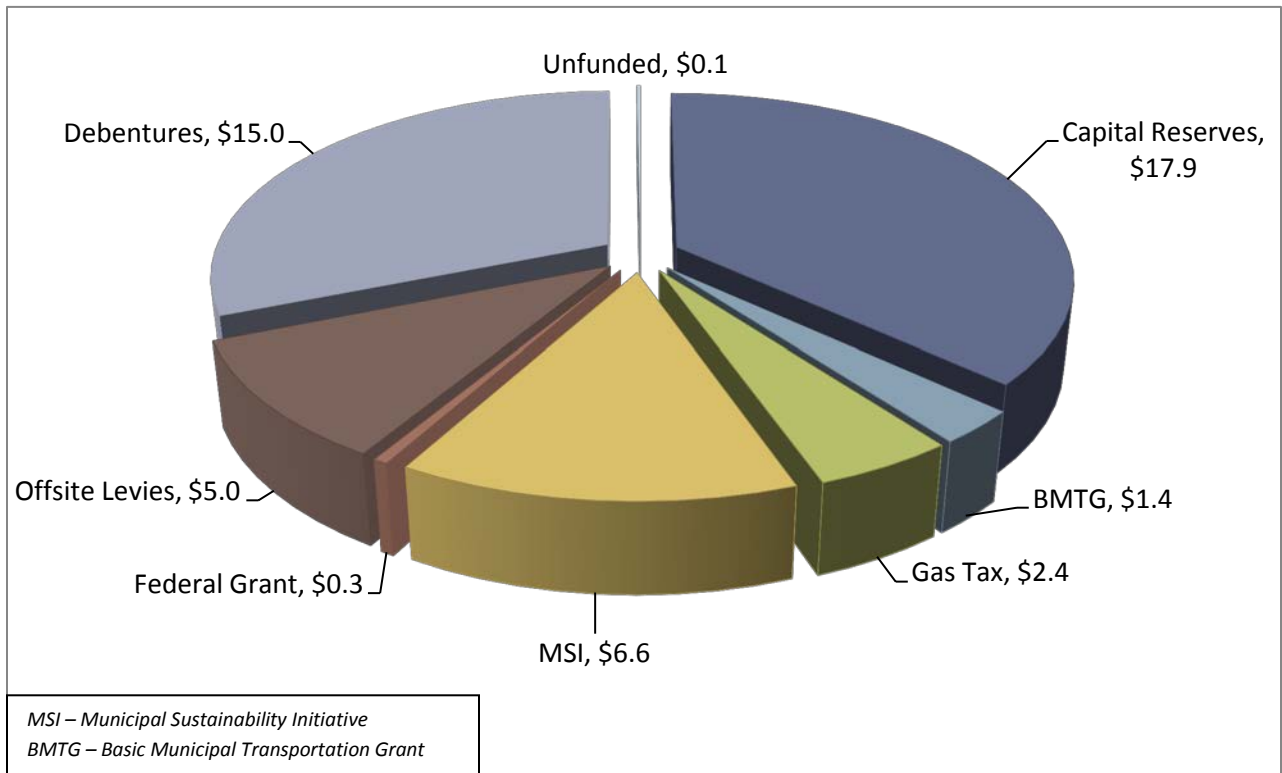


- 2016 Capital Project Funding Sources - \$ Millions



**CITY OF Leduc** 2016 Budget Highlights

- 2016 Capital Project Funding Sources - \$ Millions





# Capital, Reserves & Debt



In 2015, Council approved Policy No: 12.02.09 Infrastructure Investment Strategy. This policy establishes guidelines and principles to inform decisions regarding capital asset investment.

The principles outlined in the policy are to be met when allocating capital investment and includes a process to identify capital projects of highest priority to achieve the objectives outlined above. Application of this policy will result in the evaluation of competing capital needs and the optimization of finite municipal resources.

### Critical/Mandatory

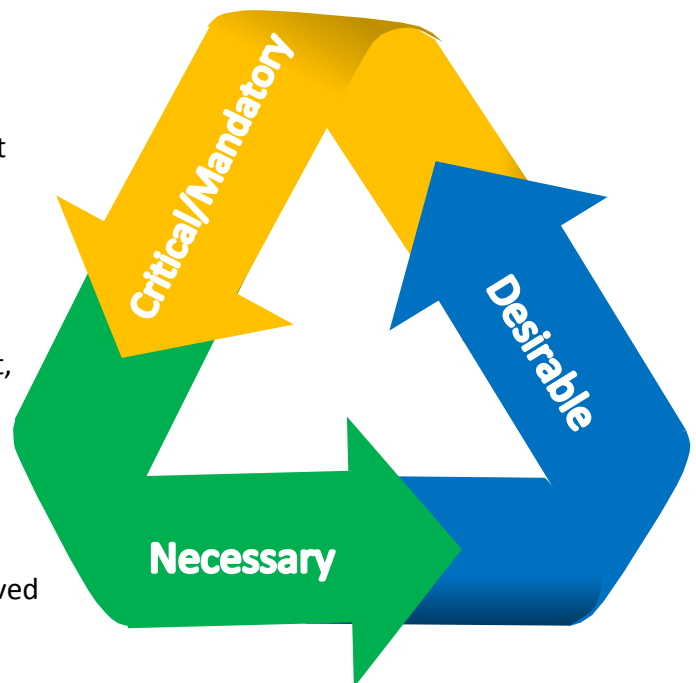
Legislated, regulated, enhance safety, supplement sustainable growth and development, critical to maintaining operations and service levels.

### Necessary

Council's strategic plan, new growth development, protect property, project commitment to other governments, improve processes.

### Desirable

Environmental sustainability, supports City approved plans, high public support, enhanced community services, match grant funding.






# City of Leduc Policy

**Policy Title: Infrastructure Investment Strategy Policy**

**Policy No:** 12.02.09

**Supersedes:** N/A  
**Revision #:** New

<b>Authority: City Manager</b>	
<b>Section: Finance</b>	<b>Approval Date: October 26, 2015</b>
<b>Responsible Department: Finance</b>	<b>Effective Date: October 26, 2015</b>
<b>Relevant Legislation: N/A</b>	
<b>Relevant Council Resolution(s) and Date(s): N/A</b>	
<b>Relevant Bylaw and Date(s): N/A</b>	
<b>Authority's Signature:</b>	

### **Policy Objective:**

This policy establishes guidelines and principles to inform decisions regarding capital asset investment.

### **Definitions:**

Capital Investment: investment in the acquisition or building of new assets and major repair and replacement of existing assets that have a value above \$100,000.

### **Policy:**

Demands and desires for capital investment are always higher than available funding. Adding to the complexity, there is a challenge in balancing the timing of the capital project with the urgency of the need and the availability of funding. On the one hand, allocating funding for capital projects should be done annually within a city's budgeting cycle. Conversely, complex infrastructure projects may require several years' preparation before external financing (grants or loans) can be sought.

This policy outlines principles to be met when allocating capital investment and includes a process to identify capital projects of highest priority to achieve the objectives outlined above. Application of this policy will result in the evaluation of competing capital needs and the optimization of finite municipal resources.

The following principles will be applied to all capital investments:

1. Prioritizes stable assessment that results in stable revenues

2. Maintains existing infrastructure
3. Delivers best value and return on investment for growth-related infrastructure  
*For example: focus on non-residential growth infrastructure as residential infrastructure will follow as jobs are created.*
4. Harmonizes the City's role as a land use authority with that of land owner/developer
5. Optimizes capital investments to meet public and economic needs while achieving value for the investment
6. Embeds connectivity as a critical outcome
7. Maintains and enhances the quality of life for our citizens
8. Addresses needs and risks through prioritization
9. Considers long-term implications in all decisions

Capital investment will be considered within the frameworks of life cycle costing and assessment of alternatives (for example, reducing demand for the service/facility, engaging the private sector). The process and results are to be inclusive and transparent, involving all departments, senior staff, and factor in the results of the citizen engagements.

This policy operationalizes the above principles and will result in a capital plan and investment strategy that:

- Sequences needed infrastructure based on Leduc's growth priorities and constraints
- Identifies funding alternatives
- Identifies innovative partnering opportunities

**Process:**

1. All departments are to prepare their 10 year capital requirements on an annual basis in conjunction with the annual corporate planning and budgeting timelines.
2. When submitting the project in the budgeting software, Directors are to assign the appropriate criteria according to the chart below.
3. Finance will fund the 10 year capital plan and sort the plan according to highest criteria, assigning colors to each category. For example, all projects that fall within the Mandatory/Critical criteria will be color coded yellow and all projects assigned to the Necessary criteria will be green.

4. The Executive Management Team (EMT) will review the 10 year capital plan along with the assigned criteria, to strategically plan the best course of action to address the identified infrastructure needs and to provide recommendations to Council regarding funding mechanisms to finance the capital investments.

**MANDATORY/CRITICAL (Color code: YELLOW):**

	<b>Criteria</b>	<b>Details</b>	<b>Examples</b>
1	Required by legislation or regulation	Project is primarily intended to meet an established legislative or regulatory requirement	Compliance with Building Safety Code; OH & S Code; Environmental Act
2	Improve safety – reduce/eliminate hazards or reduce liabilities	Project is intended to eliminate or reduce a threat to life or improve health and safety for staff and community; maintain or enhance the City’s ability to respond to public safety threats; reduce the chance of insurance claims or litigation against the City	Replace playground equipment that is deemed unsafe; modifications to recreational areas to improve safety of users; installation of pedestrian crossing lights; install fence to prevent illegal crossing of highway
3	Maintain integrity of critical systems/ services/facilities	Project is intended to repair/replace/renovate an asset to ensure critical system/service/ facility is able to perform	Replace ambulance or fire truck; software or hardware upgrades to protect emergency communication/operations;
4	Replace/repair/refurbish asset to provide existing level of service	Project is intended to replace/repair/refurbish asset to ensure City is able to continuing provision of existing level of service	Replace operations building; facility roof; desktop computer renewal; replace utility lines; road overlay/ reconstruction.
5	Construct assets to supplement sustainable growth and development funded by offsite levies	Project provides necessary infrastructure to meet growth requirements.	Construct reservoir; construct arterial road; construct sanitary force main.

**NECESSARY (Color code: GREEN)**

	<b>Criteria</b>	<b>Details</b>	<b>Examples</b>
a)	Project directly referenced by Council’s strategic plan	Project is intended to meet an initiative identified in the Corporate Strategic Plan	Telford Lake Master Plan; Aerotropolis initiative; 65 <sup>th</sup> Avenue interchange
b)	Plan and/or construct/provide assets to support new growth and development	Project is intended primarily to provide increased infrastructure capacity that will facilitate or support growth and development; or to extend existing services to new neighbourhoods	Construct additional sports field; construct library addition

c)	Protect City property, private property	Project is intended to prevent damage to city or private property	Install fencing around property
d)	Environmental sustainability – payback < 5 years or supported by user fees.	Project supports environmental sustainability and has a payback of less than 5 years or supported by user fees	Replace lighting; replace traffic lights; blue bag program
e)	Project required by commitment to other governments.	Project is intended to meet obligation to another party such as province, other municipality.	Traffic lights at Airport road (County); attainable housing
f)	Provides appropriate staff working conditions	Project is intended to improve staff working conditions when limiting the City's ability to provide high quality services.	Renovations to introduce additional lighting; equipment modifications to improve working environment (cabs )
g)	Improve efficiency or effectiveness of internal processes	Project is intended primarily to improve the efficiency or effectiveness of service delivery	Purchase patching truck;

**DESIRABLE (Color code: BLUE)**

	<b>Criteria</b>	<b>Details</b>	<b>Examples</b>
i	Project to support other City approved plans such as MDP, Downtown Development Plan, etc.	Project is intended to address need identified in city approved plan	Acquire land for parking in support of downtown development plan.
ii	Environmental sustainability – all others.	Project supports environmental sustainability and has a payback of more than 5 years or may have none	Re-forestation project; transit project
iii	Demonstrated and sustained high public support for projects	Project is initiated or justified by the level of public support, as evidenced by some formal means.	Spray park
iv	Provide new/enhanced community-wide facilities or services	Project is intended primarily to provide the community at large with new or improved facilities to improve quality of life. Distinguish from # 5 in that these projects are not intended to support growth by extending existing services to a larger population.	Construct golf course; construct rowing center
v	Upgrade or replace assets to meet new service level	Project is intended primarily to replace or upgrade an asset, increasing capacity or function to increase the level of service to the public	
vi	Support plan of community groups	Project is intended to meet the needs of a community group	Construct ceramics club, construct admin facilities for rowing club

		representing a fraction of the overall public.	
vii	City funding to match grant funding	Project is intended to capitalize on opportunity for grant funding	Eco-industrial park

Policy Review

This policy is to be reviewed annually in conjunction with the Corporate Planning process.









## CITY OF LEDUC 2016 - 2025 CAPITAL AND ONE TIME PROJECT EXPENDITURES

Project	Rank	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total Cost
<b>Community and Protective Services</b>												
085.005 Social Needs Assessment	a	5,000	0	0	5,000	60,000	0	5,000	0	0	60,000	135,000
102.044 Public Art Project	a	40,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	130,000
102.050 North Telford Rec Land Development	a	350,000	400,000	250,000	250,000	0	0	0	0	0	0	1,250,000
102.051 Telford Lake Multiway	a	800,000	200,000	700,000	350,000	200,000	350,000	0	0	0	0	2,600,000
103.001 Multiway Development	b	250,000	215,000	215,000	490,000	215,000	215,000	215,000	215,000	215,000	215,000	2,460,000
089.200 Command Vehicle	g	50,000	0	0	0	0	0	0	0	0	0	50,000
089.201 Fire Services Safety Codes Vehicle	g	30,000	0	0	0	0	0	0	0	0	0	30,000
		<b>1,525,000</b>	<b>825,000</b>	<b>1,175,000</b>	<b>1,105,000</b>	<b>485,000</b>	<b>575,000</b>	<b>230,000</b>	<b>225,000</b>	<b>225,000</b>	<b>285,000</b>	<b>6,655,000</b>
<b>Corporate Services</b>												
092.360 IT Governance	g	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
092.361 Business Management Software (CAMMS)	g	25,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
104.002 LiDAR Data Collection Project	g	45,000	0	0	0	0	0	0	0	0	0	45,000
092.370 Meeting Management Software	g	0	40,000	0	40,000	0	0	0	0	0	0	80,000
		<b>120,000</b>	<b>105,000</b>	<b>60,000</b>	<b>100,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>745,000</b>
<b>Total Necessary Projects (Color Code: GREEN)</b>		<b>10,321,000</b>	<b>4,779,000</b>	<b>10,165,300</b>	<b>54,277,700</b>	<b>1,491,400</b>	<b>8,543,400</b>	<b>14,977,500</b>	<b>11,614,000</b>	<b>2,733,600</b>	<b>851,500</b>	<b>119,754,400</b>
<b>Desirable Projects (Color Code: BLUE)</b>												
<b>Infrastructure and Planning</b>												
078.042 First Level Environmental Audit	ii	15,000	0	0	32,000	0	0	16,000	0	0	34,000	97,000
079.141 City Land Bank Analysis	i	50,000	0	0	0	0	0	0	0	0	0	50,000
079.124 Attainable Housing Strategy Development	i	0	0	0	0	10,000	0	0	0	0	0	10,000
079.128 Telford Lake Area Redevelopment Plan	i	0	0	25,000	0	0	0	0	25,000	0	0	50,000
078.048 Environmental Sustainability Plan	ii	0	0	40,000	0	0	70,000	0	0	0	0	110,000
086.283 LRC Cogeneration Project	ii	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000
086.275 LRC Second Level Fitness and Office Expansion - Sub to FSMP	iv	0	0	0	600,000	1,700,000	1,700,000	0	0	0	0	4,000,000
086.296 Aquatics Expansion	iv	0	0	0	0	300,000	2,800,000	0	0	0	0	3,100,000
		<b>65,000</b>	<b>1,500,000</b>	<b>65,000</b>	<b>632,000</b>	<b>2,010,000</b>	<b>4,570,000</b>	<b>16,000</b>	<b>25,000</b>	<b>0</b>	<b>34,000</b>	<b>8,917,000</b>
<b>Community and Protective Services</b>												
102.002 Alexandra Park Redevelopment	iv	60,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	150,000
102.012 Streetscape Development	iv	30,000	30,000	30,000	15,000	30,000	15,000	30,000	15,000	30,000	15,000	240,000
102.019 Cultural Village	vi	25,000	0	20,000	0	25,000	0	20,000	0	25,000	0	115,000
102.027 Lede Park Improvements	i	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
102.038 Fred Johns Shelter	iv	310,000	0	0	0	0	0	0	0	0	0	310,000
102.045 Outdoor Rinks	lv	200,000	0	0	0	0	25,000	540,000	0	0	0	765,000
102.055 Outdoor Skate Path	iv	30,000	200,000	0	0	0	0	0	0	0	0	230,000
103.009 Citizen Recognition/Sports Hall of Fame	iv	40,000	0	0	0	0	0	0	0	0	0	40,000
105.003 LRC Leased Space Reconfiguration	iv	40,000	0	0	0	0	0	0	0	0	0	40,000
086.286 Alexandra Pool Building Capital Renewal	v	80,000	0	0	0	0	0	0	0	0	0	80,000
102.033 Lede Park Road	i	0	150,000	1,700,000	0	0	0	0	0	0	0	1,850,000
102.039 LRC Additional Parking	v	0	500,000	0	0	0	0	0	0	0	0	500,000
102.043 Community Parks Parking Lot Improvements	v	0	300,000	150,000	200,000	200,000	250,000	250,000	300,000	300,000	300,000	2,250,000
085.006 Leasehold Improvement - Phase II Leduc Adult Learning Centre	v	0	40,000	0	0	0	0	0	0	0	0	40,000
		<b>1,065,000</b>	<b>1,480,000</b>	<b>2,160,000</b>	<b>475,000</b>	<b>515,000</b>	<b>550,000</b>	<b>1,100,000</b>	<b>575,000</b>	<b>615,000</b>	<b>575,000</b>	<b>9,110,000</b>
<b>Corporate Services</b>												
092.355 Content Management Software	iv	100,000	0	0	0	100,000	50,000	0	0	0	0	250,000
104.003 Wayfinding	i	100,000	150,000	170,000	120,000	0	0	0	0	0	0	540,000
		<b>200,000</b>	<b>150,000</b>	<b>170,000</b>	<b>120,000</b>	<b>100,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>790,000</b>
<b>Total Desirable Projects (Color Code: BLUE)</b>		<b>1,330,000</b>	<b>3,130,000</b>	<b>2,395,000</b>	<b>1,227,000</b>	<b>2,625,000</b>	<b>5,170,000</b>	<b>1,116,000</b>	<b>600,000</b>	<b>615,000</b>	<b>609,000</b>	<b>18,817,000</b>
<b>Total Projects</b>		<b>48,472,961</b>	<b>22,645,970</b>	<b>27,702,955</b>	<b>86,228,272</b>	<b>34,983,744</b>	<b>33,594,886</b>	<b>39,610,951</b>	<b>27,209,204</b>	<b>17,418,380</b>	<b>30,597,228</b>	<b>368,464,551</b>
<b>Debentures</b>		<b>15,000,000</b>	<b>0</b>	<b>6,500,000</b>	<b>3,350,000</b>	<b>10,113,000</b>	<b>6,103,000</b>	<b>13,772,000</b>	<b>10,641,000</b>	<b>0</b>	<b>16,000,000</b>	<b>81,479,000</b>
<b>Unfunded</b>		<b>80,000</b>	<b>2,000,000</b>	<b>200,000</b>	<b>50,500,000</b>	<b>150,000</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,430,000</b>

# City of Leduc 2016 Capital and One Time Projects Funding

Capital Engineering (Road Program)		2016 Cost	Basic Capital	MSI Grant	NDCC	Planning Reserve	Road Reserve	Sewer Reserve	Unfunded
Lane Paving Program	077.290	150,000					150,000		-
Capital Engineering	077.485	200,000					200,000		-
Arterials	077.498	805,000					805,000		-
Leduc Estates / Lakeside	077.517	2,180,000					2,180,000		-
Meadowview	077.525	2,052,000			2,052,000		-		-
MPMA- Data Collection	077.527	90,000					90,000		-
Transportation Master Plan	077.541	750,000				750,000			-
Caledonia	077.550	1,400,000	1,400,000						-
Infrastructure Review	077.555	50,000						50,000	-
Airport Road	077.559	1,000,000					1,000,000		-
Traffic Signal Upgrades	077.560	200,000		200,000					-
Street Lights	077.561	100,000					100,000		-
New Traffic Signal Installation	077.562	300,000					300,000		-
Parking Lot Improvements	077.569	285,000					285,000		-
<b>Total: Capital Engineering (Road Program)</b>		<b>9,562,000</b>	<b>1,400,000</b>	<b>200,000</b>	<b>2,052,000</b>	<b>750,000</b>	<b>5,110,000</b>	<b>50,000</b>	<b>-</b>

Capital Engineering Program		2016 Cost	General Contingency Reserve	MSI Grant	NDCC	Road Reserve	Storm Drainage	Unfunded
Water Distribution System Upgrades	076.158	200,000			200,000			-
Snow Storage Sites	076.160	1,000,000	500,000	500,000				-
Utility System Improvements	076.191	300,000		300,000				-
Engineering Standards	076.194	50,000	50,000					-
City Water Offsite Projects	076.293	2,000,000					2,000,000	-
City Sanitary Trunk Oversizing	076.298	125,000				125,000		-
Blackmud Creek Watershed Master Drainage Plan	076.294	70,000					70,000	-
<b>Total: Capital Engineering Program</b>		<b>3,745,000</b>	<b>550,000</b>	<b>800,000</b>	<b>200,000</b>	<b>125,000</b>	<b>2,070,000</b>	<b>-</b>

Bylaw Capital Program		2016 Cost	Protective Serv Fleet Reserve	Safe Communities Reserve	Unfunded
New Equipment - Traffic Enforcement - General Patrol	095.024	49,655	49,655	-	-
Sonim Phones - Leduc RCMP	095-030	6,200	-	6,200	-
<b>Total: Bylaw Capital Program</b>		<b>55,855</b>	<b>49,655</b>	<b>6,200</b>	<b>-</b>

Computer Services Capital Program		2016 Cost	General Contingency Reserve	Information Systems Reserve	Unfunded
Network Renewal (Evergreen)	015.160	15,000		15,000	-
Desktop Computer Renewal (Evergreen) - Hardware	015.180	124,000		124,000	-
Server Renewal (Evergreen) - Hardware	015.186	153,000	103,000	50,000	-
Desktop Computer Renewal (Evergreen) - Software	015.280	11,500		11,500	-
Server Renewal (Evergreen) - Software	015.286	56,600		56,600	-
System Backup Upgrade	015.292	4,000		4,000	-
<b>Total: Computer Services Capital Program</b>		<b>364,100</b>	<b>103,000</b>	<b>261,100</b>	<b>-</b>

eGovernment Strategies		2016 Cost	General Contingency Reserve	Information Systems Reserve	NDCC	Unfunded
Financial Package Implementation	092.240	50,000		50,000		-
Content Management Software	092.355	100,000	100,000			-
IT Governance	092.360	50,000		50,000		-
Business Management Software (CAMMS)	092.361	25,000	25,000			-
HR / Payroll System	092.364	25,000	25,000			-
Asset Management	092.368	100,000			100,000	-
<b>Total: eGovernment Strategies</b>		<b>350,000</b>	<b>150,000</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>

Environmental Services Capital Program		2016 Cost	Engineering Capital Reserve	Unfunded
First Level Environmental Audit	078.042	15,000	15,000	-
Environmental Plan Initiatives	078.050	55,000	55,000	-
Annual Cart Purchases	078.054	67,000	67,000	-
<b>Total: Environmental Services</b>		<b>137,000</b>	<b>137,000</b>	<b>-</b>

Equipment Services Capital Program		2016 Cost	Equipment Replacement Reserve	MSI Grant	Protective Serv Fleet Reserve	Public Serv Capital Reserve	Unfunded
Aerator	083.126	12,000	12,000				-
2013 Protective Services Vehicle	083.129	75,000	75,000				-
Planning Truck	083.145	35,000	35,000				-
Vacuum/Flusher Unit	083.172	22,000		22,000			-
Skid Steer	083.173	80,000	80,000				-
Pickup Trucks for Public Services	083.174	100,000	100,000				-
Tandem	083.178	235,000	235,000				-
Multipurpose Utility Vehicle	083.184	82,000	82,000				-
Hydraulic Press	083.207	20,000				20,000	-
Ice Breaker Attachment	083.208	52,000				52,000	-
Water Commission Vehicles	083.209	112,200				112,200	-
Turf Vac Sweep	083.211	30,000				30,000	-
Utility Roller	083.212	40,000				40,000	-
<b>Total: Equipment Services Capital Program</b>		<b>895,200</b>	<b>619,000</b>	<b>22,000</b>	<b>-</b>	<b>254,200</b>	<b>-</b>

Facilities - Major Facilities		2016 Cost	MSI	Unfunded
Land Acquisition - Sub to Facility and FSMP	087.137	1,500,000	1,500,000	-
<b>Total: Facilities - Major Facilities</b>		<b>1,500,000</b>	<b>1,500,000</b>	<b>-</b>

# City of Leduc 2016 Capital and One Time Projects Funding

Facilities Restoration and Improvements	2016 Cost	Conditional Capital Grants - Provincial	Facilities Reserve	General Contingency Reserve	Protective Serv Fleet Reserve	Unfunded
Security System Enhancements	086.251	50,000		50,000		-
Crawler Boom Lift	083.204	55,000		55,000		-
Telford House Facility Rehabilitation	086.261	20,500		20,500		-
Alexandra Arena Capital Renewal	086.263	6,000		6,000		-
Protective Services Building Capital Renewal	086.267	154,541		154,541		-
LRC Pool Old Mechanical Room Renovations PHII	086.274	498,365	250,000		248,365	-
LRC Pool Office Reconfiguration	086.276	100,000		100,000		-
LRC Garbage Compactor	086.277	50,000			50,000	-
Alexandra Pool Building Capital Renewal	086.286	80,000				80,000
Emergency Power Connections Business Continuity	086.288	200,000			200,000	-
Capital Equipment Renewal LRC	087.145	50,000		50,000		-
<b>Total: Facilities Restoration and Improvements</b>		<b>1,264,406</b>	<b>250,000</b>	<b>436,041</b>	<b>298,365</b>	<b>80,000</b>

FCSS	2016 Cost	General Contingency Reserve	Unfunded
Social Needs Assessment	085.005	5,000	5,000
<b>Total: FCSS</b>		<b>5,000</b>	<b>5,000</b>

Fire Services Capital Program	2016 Cost	Protective Serv Fleet Reserve	Property Sales Proceeds	Unfunded
Investigation Unit	089.182	75,000	75,000	-
Wildland Unit Modification	089.192	75,000	75,000	-
Engine 2	089.196	15,000	15,000	-
Gas Detection	089.197	20,000	20,000	-
Training Equipment for EMS	089.198	20,000	20,000	-
Station Alerting, Station 1	089.199	140,000	140,000	-
Command Vehicle	089.200	50,000	50,000	-
Fire Services Safety Codes Vehicle	089.201	30,000	30,000	-
<b>Total: Fire Services Capital Program</b>		<b>425,000</b>	<b>350,000</b>	<b>75,000</b>

GIS	2016 Cost	General Contingency Reserve	Information System Reserve	Office Equipment Reserve	Unfunded
Aerial Data	104.001	20,000		20,000	-
LiDAR Data Collection Project	104.002	45,000	45,000		-
Wayfinding	104.003	100,000		100,000	-
<b>Total: GIS</b>		<b>165,000</b>	<b>45,000</b>	<b>20,000</b>	<b>100,000</b>

Library Capital	2016 Cost	Library Reserve	Unfunded
Computers/Technology	600.001	20,000	20,000
Furniture	600.002	5,000	5,000
<b>Total: Library Capital</b>		<b>25,000</b>	<b>25,000</b>

Office Equipment Replacement Program	2016 Cost	Office Equipment Reserve	Unfunded
Furniture/Workstation Replacement	091.040	98,000	98,000
<b>Total: Office Equipment Replacement Program</b>		<b>98,000</b>	<b>98,000</b>

Offsite Levies	2016 Cost	Debtenture Borrowing	PLA-New Water Offsite Levy-PD-OP	Res/Com Road Offsite Levy Reserve	Unfunded
Water Reservoir	075.034	9,500,000	9,500,000		-
Transportation - Roads Coady Boulevard #24	075.045	200,000		200,000	-
Trunk Water Mains	075.046	1,750,000		1,750,000	-
Annexation Area Lift Station and Forcemain	075.051	5,500,000	5,500,000		-
Traffic Signals - Grant MacEwan and Blackgold Drive #46	075.063	320,000		320,000	-
65 Avenue East #12	075.064	2,700,000		2,700,000	-
<b>Total: Offsite Levies</b>		<b>19,970,000</b>	<b>15,000,000</b>	<b>1,750,000</b>	<b>3,220,000</b>

Parks Development Capital - Growth Related Project	2016 Cost	General Contingency Reserve	MSI Grant	Cash in Lieu of Municipal Land Reserve	Parks Planning Reserve	Unfunded
Alexandra Park Redevelopment	102.002	60,000			60,000	-
Community Sign Replacement	102.008	10,000			10,000	-
Streetscape Development	102.012	30,000			30,000	-
Cultural Village	102.019	25,000			25,000	-
John Bole Field Facility	102.024	10,000			10,000	-
Lede Park Improvements	102.027	250,000			250,000	-
Fred Johns Shelter	102.038	310,000			310,000	-
Spray Park at Alexandra Park	102.040	10,000	10,000			-
Public Art Project	102.044	40,000			40,000	-
Outdoor Rinks	102.045	200,000		200,000		-
North Telford Rec Land Development	102.050	350,000	350,000			-
Telford Lake Multiway	102.051	800,000	800,000			-
Outdoor Skate Path	102.055	30,000			30,000	-
<b>Total: Parks Development Capital - Growth Related Project</b>		<b>2,125,000</b>	<b>10,000</b>	<b>1,150,000</b>	<b>200,000</b>	<b>765,000</b>

# City of Leduc 2016 Capital and One Time Projects Funding

Parks Development Capital - Sustainability Project		Cash in Lieu of Municipal Land Reserve				Parks Planning Reserve	Recreation Levy Reserve	Road Reserve	Unfunded
		2016 Cost	MSI Grant						
Multway Development	103.001	250,000				150,000	100,000	-	
Playground Equipment	103.003	502,000	200,000	302,000				-	
Park Enhancement Program	103.005	25,000			25,000			-	
Citizen Recognition/Sports Hall of Fame	103.009	40,000			40,000			-	
<b>Total: Parks Development Capital - Sustainability Project</b>		<b>817,000</b>	<b>200,000</b>	<b>302,000</b>	<b>65,000</b>	<b>150,000</b>	<b>100,000</b>	<b>-</b>	

Planning Department Capital Program		General Contingency Reserve			Planning Reserve	Studies Reserve	Unfunded
		2016 Cost	MSI Grant				
Municipal Development Plan	079.040	100,000	100,000			-	
Aerotropolis	079.118	250,000	250,000			-	
Downtown Redevelopment Plan	079.134	2,240,500		2,190,500	50,000	-	
Annexation Strategy & Implementation	079.135	655,000	250,000		405,000	-	
AVPA Planning Implications Review	079.136	50,000			50,000	-	
City Land Bank Analysis	079.141	50,000	50,000			-	
Capital Region Board Projects	079.142	20,000			20,000	-	
Development Officer Energy Efficient Vehicle	079.145	33,000			33,000	-	
<b>Total: Planning Department Capital Program</b>		<b>3,398,500</b>	<b>650,000</b>	<b>2,190,500</b>	<b>83,000</b>	<b>475,000</b>	

Public Services Capital Program		General Contingency Reserve			Public Serv Capital Reserve	Recreation Levy Reserve	Safe Communities Reserve	Cemeteries Reserve	Storm Drainage	Unfunded
		2016 Cost	Engineering Capital Reserve							
Traffic Control Device Improvements	080.220	70,000					70,000			-
Parking Lot Improvements	080.231	50,000			50,000					-
Multway Overlays	080.232	100,000			100,000					-
Side Walk Replacement Program	080.243	100,000			70,000		30,000			-
Cemetery - Columbarium	080.247	90,000						35,000		-
Christmas Lights	080.248	35,000			35,000					-
Portable Electronic Signs	080.252	30,000					30,000			-
Safety Signs	080.253	32,000					32,000			-
School Zone Flashing Signals	080.254	52,000					52,000			-
Blue Bin Receptacles	080.256	8,500	8,500							-
Leduc Entrance Signage	080.258	90,000		90,000						-
Railway Crossing Rehabilitation	080.259	100,000					100,000			-
Speed Awareness Signs	080.264	12,000					12,000			-
Storm Pond Silt Removal	080.266	530,000						530,000		-
Resurface Tennis Courts	080.268	40,000			40,000					-
Irrigation Hose Reel	080.271	25,000			25,000					-
GPS Survey Receiver	080.272	30,000			30,000					-
56 Avenue Landscaping	080.274	15,000			15,000					-
Vehicle - Parks & Open Spaces	080.275	40,000			40,000					-
<b>Total: Public Services Capital Program</b>		<b>1,449,500</b>	<b>8,500</b>	<b>90,000</b>	<b>405,000</b>	<b>55,000</b>	<b>326,000</b>	<b>35,000</b>	<b>530,000</b>	<b>-</b>

Recreation Capital Program		General Contingency Reserve		Unfunded
		2016 Cost	Facilities Reserve	
LRC CLASS System Software	092.367	300,000	300,000	-
Aquatics Equipment Renewal	105.001	120,000	120,000	-
Fitness Equipment Renewal	105.002	127,000	127,000	-
LRC Leased Space Reconfiguration	105.00	40,000	40,000	-
<b>Total: Recreation Capital Program</b>		<b>587,000</b>	<b>287,000</b>	<b>300,000</b>

Telephone Upgrade		General Contingency Reserve		Unfunded
		2016 Cost		
Telephone Replacement	101.001	3,500	3,500	-
<b>Total: Telephone Upgrade</b>		<b>3,500</b>	<b>3,500</b>	<b>-</b>

Wastewater Capital Program		General Contingency Reserve			Unfunded
		2016 Cost	Reserve	Sewer Reserve	
Wastewater Mainline Upgrading/Repair	082.010	30,000		30,000	-
Infiltration Reduction Program	082.030	50,000		50,000	-
Service Connection Repair	082.040	50,000	50,000		-
Recreation Vehicle Dump Site	082.041	250,000		250,000	-
Lift Station Upgrades	082.042	54,500			54,500
<b>Total: Wastewater Capital Program</b>		<b>434,500</b>	<b>50,000</b>	<b>330,000</b>	<b>54,500</b>

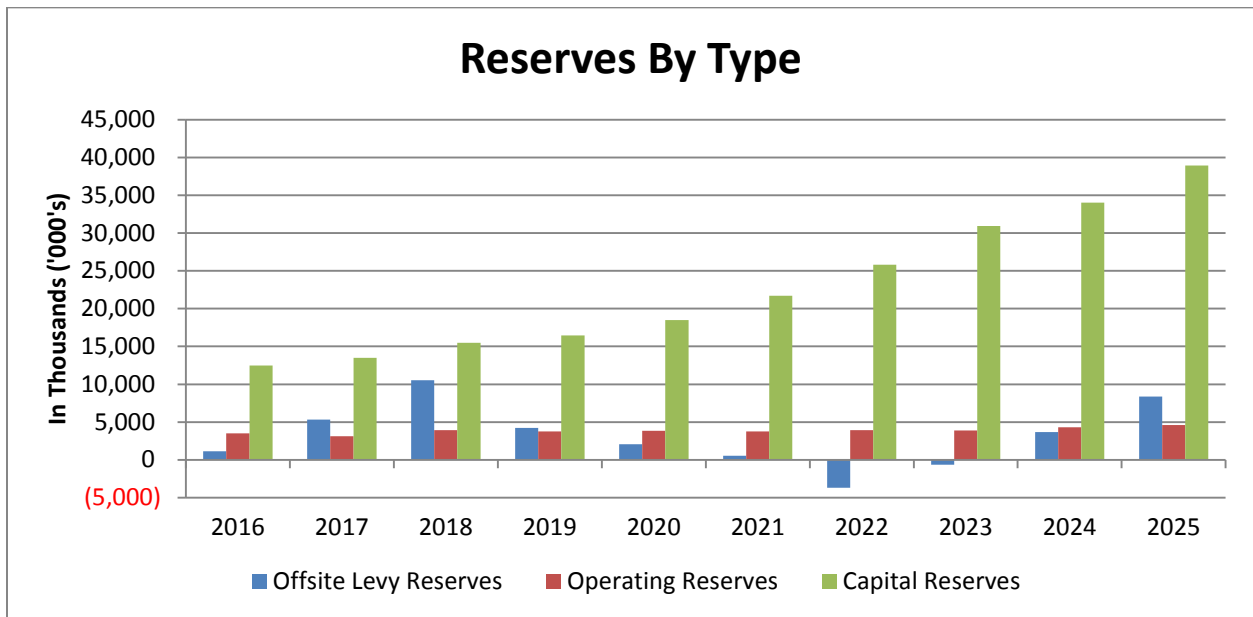
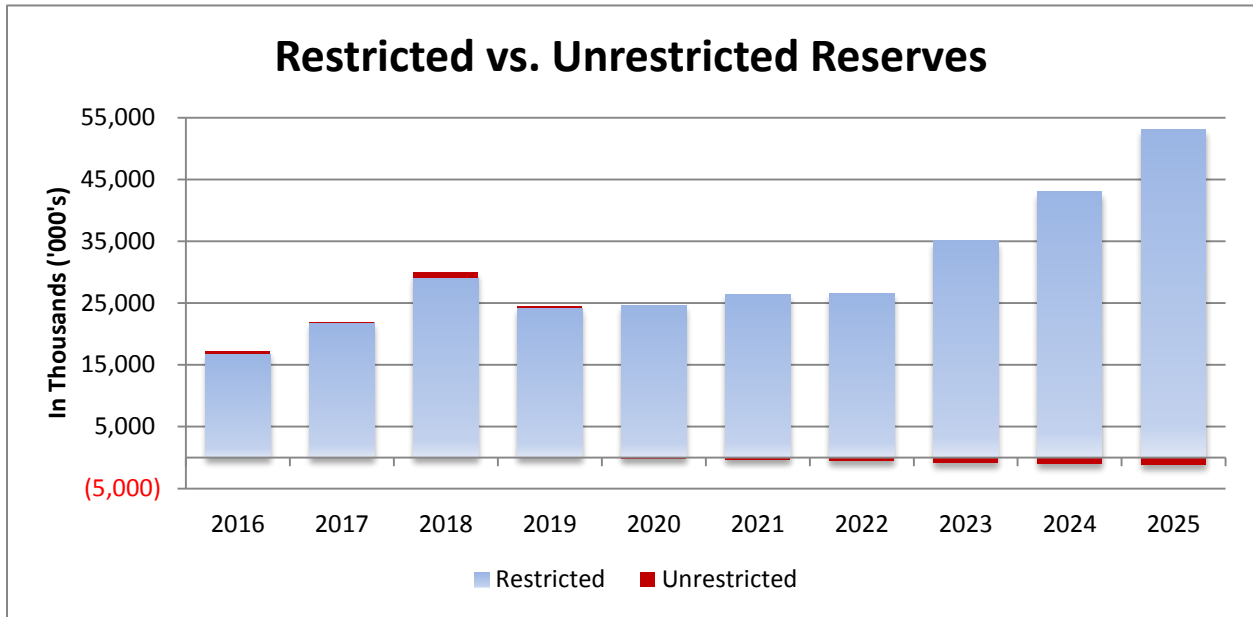
Water Department Capital Program		General Contingency Reserve		Unfunded
		2016 Cost	Water Reserve	
Distribution System Upgrades-Contract Services/Equipment	081.070	40,000	40,000	-
Reservoir Improvements	081.080	499,600	499,600	-
Water Meter Annual Purchases	081.083	235,000	235,000	-
Cross Connection Control	081.087	251,800	251,800	-
Neighborhood Leak Detection	081.088	40,000	40,000	-
North Reservoir Driveway Fence	081.089	25,000	25,000	-
CRSWSC - Portable Tablets	081.091	5,000	5,000	-
<b>Total: Water Department Capital Program</b>		<b>1,096,400</b>	<b>499,600</b>	<b>596,800</b>

<b>Total Expense</b>	<b>48,472,961</b>
<b>Funded</b>	<b>48,392,961</b>
<b>Unfunded</b>	<b>80,000</b>

## 2016-2025 Reserve Fund Overview

Reserves are funds established by Administration and approved by Council for future capital and operating expenditures. Reserves are supported by a 10-year projection for receipt and disbursement of funds. These projections are updated annually as part of the budget process.

Reserves funds are identified as one of three types: operating, capital and offsite (developer funded). The use of reserve funds is either restricted or unrestricted in nature. As depicted in the chart below, a majority of the City of Leduc's reserves are restrictive in nature.

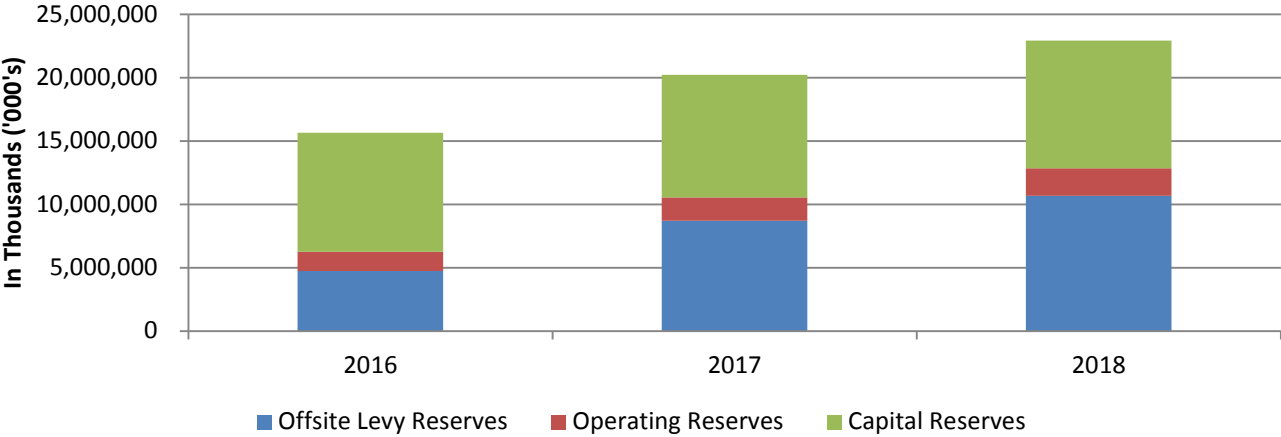


**City of Leduc**  
**10 Year Forecasted Statement of Reserves**  
 In Thousands ('000's)

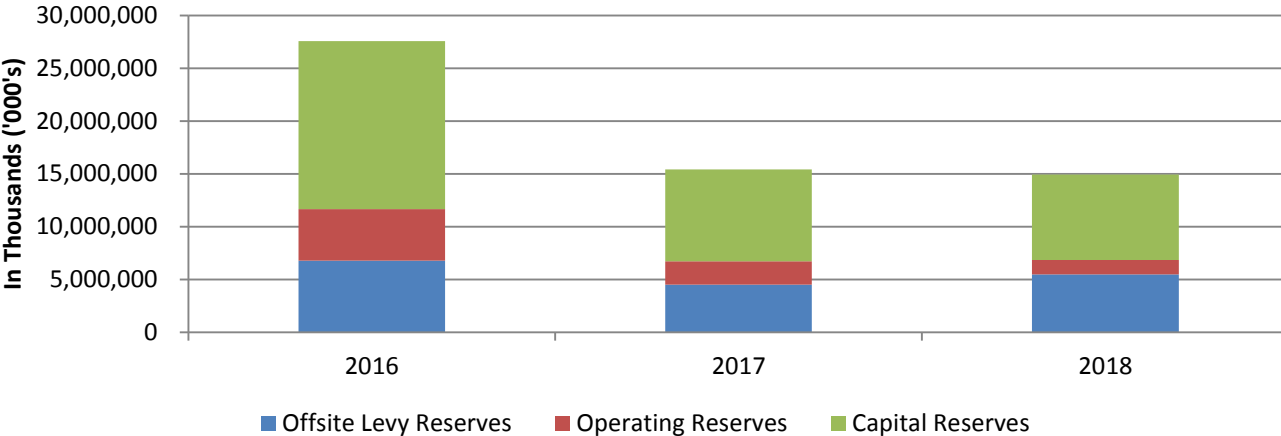
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Offsite Levy Reserves</b>										
WATER OFFSITE LEVIES	2,137	2,464	2,524	1,518	1,048	1,386	1,737	2,108	2,469	2,183
SANITARY SEWER OFFSITE LEVIES	(4,065)	(4,409)	(4,647)	(4,820)	(5,057)	(5,309)	(5,552)	(6,111)	(6,311)	(6,469)
TRANSPORTATION OFFSITE LEVIES ROADS	3,057	7,272	12,646	7,538	6,094	4,468	128	3,355	7,508	12,666
<b>Subtotal</b>	<b>1,129</b>	<b>5,327</b>	<b>10,523</b>	<b>4,236</b>	<b>2,085</b>	<b>545</b>	<b>(3,687)</b>	<b>(648)</b>	<b>3,666</b>	<b>8,380</b>
<b>Operating Reserves</b>										
GENERAL CONTINGENCY RESERVE	404	41	953	240	(178)	(349)	(561)	(875)	(1,011)	(1,171)
RESERVE FOR CELEBRATIONS	157	170	183	196	209	222	235	248	261	274
MILL RATE STABILIZATION	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094
RESERVE FOR SNOW REMOVAL	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422
SPORTS TOURISM	100	120	140	160	180	200	220	240	260	280
RESERVE FOR FUTURE EXPENDITURES - STUDIES	263	261	96	567	1,028	1,150	1,449	1,698	2,173	2,648
RESERVE FOR CENSUS AND ELECTIONS	89	34	54	74	94	38	58	78	98	43
<b>Subtotal</b>	<b>3,529</b>	<b>3,142</b>	<b>3,942</b>	<b>3,753</b>	<b>3,849</b>	<b>3,777</b>	<b>3,917</b>	<b>3,905</b>	<b>4,297</b>	<b>4,590</b>
<b>Capital Reserves</b>										
INFORMATION SYSTEM RESERVE	44	0	1	(90)	(63)	(28)	4	0	41	(23)
FIXED COMMUNICATIONS RESERVE	122	36	14	40	168	303	375	520	666	813
FIRE COMMUNICATION RESERVE	107	121	135	147	162	178	195	212	226	240
PROTECTIVE SERVICES LARGE EQUIPMENT	773	118	69	260	96	328	577	876	1,192	1,506
ROAD RESERVE	766	748	1,158	672	1,297	1,407	1,891	2,841	3,773	4,648
P. S. EQUIPMENT REPLACEMENT RESERVE	301	539	308	414	303	129	249	362	765	1,670
PUBLIC SERVICES CAPITAL RESERVE	73	18	112	156	224	316	398	418	500	599
SAFE COMMUNITIES	456	630	800	825	879	948	975	1,045	1,093	1,015
STORM DRAINAGE	32	420	273	682	3	399	828	1,280	1,738	1,891
WATER RESERVE	597	374	742	30	375	660	1,038	1,362	249	516
SEWER RESERVE	8	79	260	346	545	651	869	993	715	819
WASTE MINIMIZATION RESERVE	120	250	365	493	685	807	999	1,205	1,416	1,612
CASH IN LIEU OF MUNICIPAL RESERVE	2,262	2,171	2,059	1,904	1,764	1,591	887	685	462	226
PROPERTY SALE PROCEEDS RESERVE	1,463	1,565	1,665	1,742	1,842	1,949	2,054	2,165	2,251	2,322
RECREATION LEVY - DUE TO CITY	638	663	230	639	609	839	1,030	1,281	1,489	1,744
CEMETERIES RESERVE	80	122	167	212	261	313	367	424	477	530
RESERVE FOR ART ACQUISITION	16	16	16	15	15	15	15	15	14	14
RESERVE FOR LEDE ROOM	6	6	6	7	7	7	8	8	8	9
FACILITIES RESERVE	393	588	755	749	580	780	1,192	1,518	1,581	1,677
PARKS PLANNING CAPITAL RESERVE	411	42	136	41	496	717	1,266	1,889	2,408	3,051
RESERVE FOR LIBRARY EQUIPMENT	318	341	362	379	402	425	448	472	490	506
HPN MONUMENT FEES	31	43	56	68	82	97	112	128	143	158
DOWNTOWN PROGRESS ASSOCIATION RESERVE	100	107	114	119	126	134	141	148	154	159
PUBLIC TRANSIT	44	48	50	52	56	58	62	65	67	70
DEVELOPER CONTRIBUTION	1,987	2,338	2,747	2,874	3,040	3,216	3,389	3,573	3,714	3,832
INFRASTRUCTURE INVESTMENT RESERVE	1,342	2,096	2,890	3,683	4,556	5,480	6,435	7,443	8,397	9,324
<b>Subtotal</b>	<b>12,490</b>	<b>13,479</b>	<b>15,490</b>	<b>16,459</b>	<b>18,510</b>	<b>21,719</b>	<b>25,804</b>	<b>30,928</b>	<b>34,029</b>	<b>38,928</b>
<b>Total Reserves</b>	<b>17,148</b>	<b>21,948</b>	<b>29,955</b>	<b>24,448</b>	<b>24,444</b>	<b>26,041</b>	<b>26,034</b>	<b>34,185</b>	<b>41,992</b>	<b>51,898</b>



### Additions to Reserves



### Draws from Reserves



**City of Leduc**  
**2016 Reserve Fund - Continuity Schedule (Projected)**  
 In Thousands ('000's)

Reserve	Description	Beginning Balance	Additions	Withdrawals	Ending Balance
<b>Offsite (Developer Funded) Levy Reserves</b>					
WATER OFFSITE LEVIES	Fund water related capital replacements and improvements for growth related capital projects	3,938	132	(1,933)	2,137
SANITARY SEWER OFFSITE LEVIES	Fund sanitary sewer related capital replacements and improvements for growth related capital projects	(3,746)	0	(319)	(4,065)
TRANSPORTATION OFFSITE LEVIES ROADS	Fund roads and related capital replacements and improvements for growth related capital projects	2,971	3,306	(3,220)	3,057
<b>Subtotal</b>		<b>3,163</b>	<b>3,438</b>	<b>(5,472)</b>	<b>1,129</b>
<b>Operating Reserves</b>					
GENERAL CONTINGENCY RESERVE	Funds provided for non-recurring, one-time and or capital expenditures.	2,753	0	(2,349)	404
RESERVE FOR CELEBRATIONS	Funds provided for celebrations	144	13	0	157
MILL RATE STABILIZATION	Funds provided to mitigate extra ordinary events and stabilize the mill rate.	1,094	0	0	1,094
RESERVE FOR SNOW REMOVAL	Funds provided to stabilize general fluctuations in the annual costs of snow removal	1,422	0	0	1,422
SPORTS TOURISM	Funds provided for major sport tourism events	80	20	0	100
RESERVE FOR FUTURE EXPENDITURES - STUDIES	Funds provided for inter-municipal studies that are often related to growth	1,334	237	(1,308)	263
RESERVE FOR ELECTIONS	Funds provided for elections	69	20	0	89
<b>Subtotal</b>		<b>6,896</b>	<b>290</b>	<b>(3,657)</b>	<b>3,529</b>
<b>Capital Reserves</b>					
INFORMATION SYSTEM RESERVE	Funds provided for Information Technology capital projects	152	258	(367)	44
FIXED (Office equip.) COMMUNICATIONS	Funds provided for the replacement of department specific capital equipment	169	152	(198)	122
FIRE COMMUNICATION RESERVE	Funds provided for the replacement of department specific capital equipment	97	10		107
PROTECTIVE SERVICES LARGE EQUIPMENT	Funds provided for the replacement of department specific capital equipment	1,055	318	(600)	773
ROAD RESERVE	Funds provided for road capital replacements and improvements	4,768	1,333	(5,335)	766
PUBLIC SERVICES EQUIPMENT REPLACEMENT RESERVE	Funds provided for the replacement of department specific capital equipment	94	825	(619)	301
PUBLIC SERVICES CAPITAL RESERVE	Funds provided for the replacement of department specific capital equipment	361	372	(660)	73
SAFE COMMUNITIES	Funds provided for safety related initiatives for the City of Leduc	504	285	(333)	456

STORM DRAINAGE	Funds provided for storm drainage related capital replacements and improvements	2,173	459	(2,600)	32
WATER RESERVE	Funds provided for water related capital replacements and improvements	599	650	(652)	597
SEWER RESERVE	Funds provided for sanitary sewer related capital replacements and improvements	79	309	(380)	8
WASTE MINIMIZATION RESERVE (Engineering)	Funds provided for promoting and implementing waste minimization programs	107	159	(146)	120
CASH IN LIEU OF MUNICIPAL RESERVE	Funds received in lieu of municipal reserve that can be used for public parks, recreation areas or other identified purposes as per the MGA.	2,674	90	(502)	2,262
PROPERTY SALE PROCEEDS RESERVE	Funds received as a result of sale proceeds from equipment and other municipal sales	1,415	48	0	1,463
RECREATION CONTRIBUTION - DUE TO CITY	Recreation contribution per City of Leduc Policy from related building permits to provide a source of funds to be used for City wide recreation needs	473	370	(205)	638
CEMETERIES RESERVE	Funds provided for the purchase of cemetery land and equipment	75	40	(35)	80
RESERVE FOR ART ACQUISITION	Funds provided to acquire and display art	16	1	(1)	16
RESERVE FOR LEDE ROOM	Funds provided to purchase equipment for the Lede Room	5	0	1	6
FACILITIES MAINTENANCE RESERVE	Funds provided for the replacement and rehabilitation of building infrastructure	494	623	(724)	393
PARKS PLANNING CAPITAL RESERVE	Funds provided to fund park development projects that are related to growth	806	434	(829)	411
RESERVE FOR LIBRARY EQUIPMENT	Funds provided for Library equipment	162	30	(25)	167
RESERVE FOR LIBRARY BEQUEST	Funds provided for Library equipment	146	5	0	151
HPN MONUMENT FEES	To set aside funds collected from the developers to pay for replacement of HPN monuments	25	6	0	31
DOWNTOWN PROGRESS ASSOCIATION RESERVE	Funds provided to offset costs for capital projects for Downtown Progress Association	97	3		100
PUBLIC TRANSIT	Funds provided to purchase equipment for public transit	37	1	0	38
RESERVE FOR LATS BEQUEST	Bequest to purchase future assisted transit buses	6	0	0	6
DEVELOPER CONTRIBUTION	Funds provided by the City for offsite levies capital projects	1,757	230	0	1,987
INFRASTRUCTURE INVESTMENT RESERVE	Funds provided for future infrastructure projects as per the City's Infrastructure Investment Strategy	660	682	0	1,342
<b>Subtotal</b>		<b>19,006</b>	<b>7,693</b>	<b>(14,210)</b>	<b>12,490</b>
<b>Total Reserves</b>		<b>29,065</b>	<b>11,421</b>	<b>(23,339)</b>	<b>17,148</b>

#### Summary of major additions and withdraws from reserves for 2016:

- General Contingency: Construction of permanent snow storage sites; LRC system software (financial reporting purposes, daily operations and security access)

- Future Studies: Transportation master plan; Annexation strategy and implementation
- Information System: Server hardware renewal; eGovernment strategies; LiDAR data collection project
- Protective Services Large Equipment: Fire Services station alerting, command vehicle and wildland unit modification; Emergency power connections for business continuity
- Road Reserve: Lane paving, Arterials, Leduc Estates/Lakeside, Airport road, Street lights, Traffic signals, Parking lot improvements, Sanitary trunk oversizing, Parks multiway development
- Public Services Equipment Replacement Reserve: Protective services vehicle, Planning truck, Public services trucks, Skid steer, Tandem truck, Multipurpose utility vehicle
- Public Services Capital Reserve: Water commission vehicles, Ice breaker attachment, Utility roller, Multiway overlays, Parking lot improvements, Side walk replacement program, Parks and open spaces vehicle
- Safe Communities: Traffic control devices, Railway crossing rehabilitation, Safety signs, School zone signs
- Storm Drainage: Storm pond maintenance, City water offsite projects, Watershed master drainage plan
- Water Reserve: Water meters, Cross connection control, Lift station upgrades
- Sewer Reserve: Recreation vehicle dump site, Infiltration reduction program, infrastructure review, wastewater mainline upgrade and repair
- Cash in Lieu of Municipal Land Reserve: Playground equipment, Outdoor rinks
- Facilities Reserve: Aquatics and fitness equipment renewal, Security system enhancements, Crawler boom lift, Protective services building capital renewal, LRC pool office reconfiguration
- Parks Planning Reserve: Alexandra park redevelopment, Lede park improvements, Fred Johns Park shelter
- Offsite Levies: Water reservoir, Transportation, Traffic signals, Annexation area lift station and force main

# Debt Overview

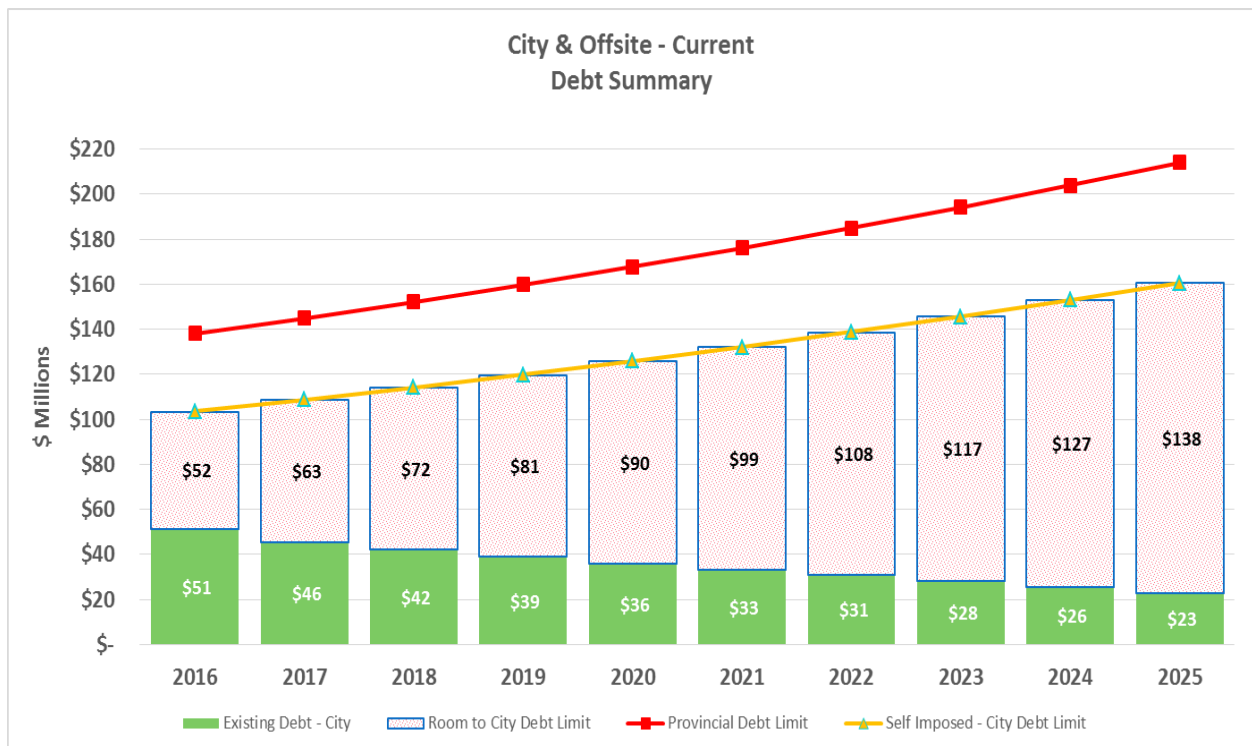
## Debt Limit

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 255/2000 for the City of Leduc is disclosed as follows:

	<b>2015*</b>	2014
Total debt limit	133,839,009	125,227,385
Total debt	51,980,688	53,482,485
<hr/>		
Amount of debt limit unused	<b>81,858,321</b>	71,744,900
<hr/>		
Service on debt limit	22,306,502	20,871,231
Service on debt	4,526,055	4,633,426
<hr/>		
Amount of debt servicing limit unused	<b>17,780,447</b>	16,237,805

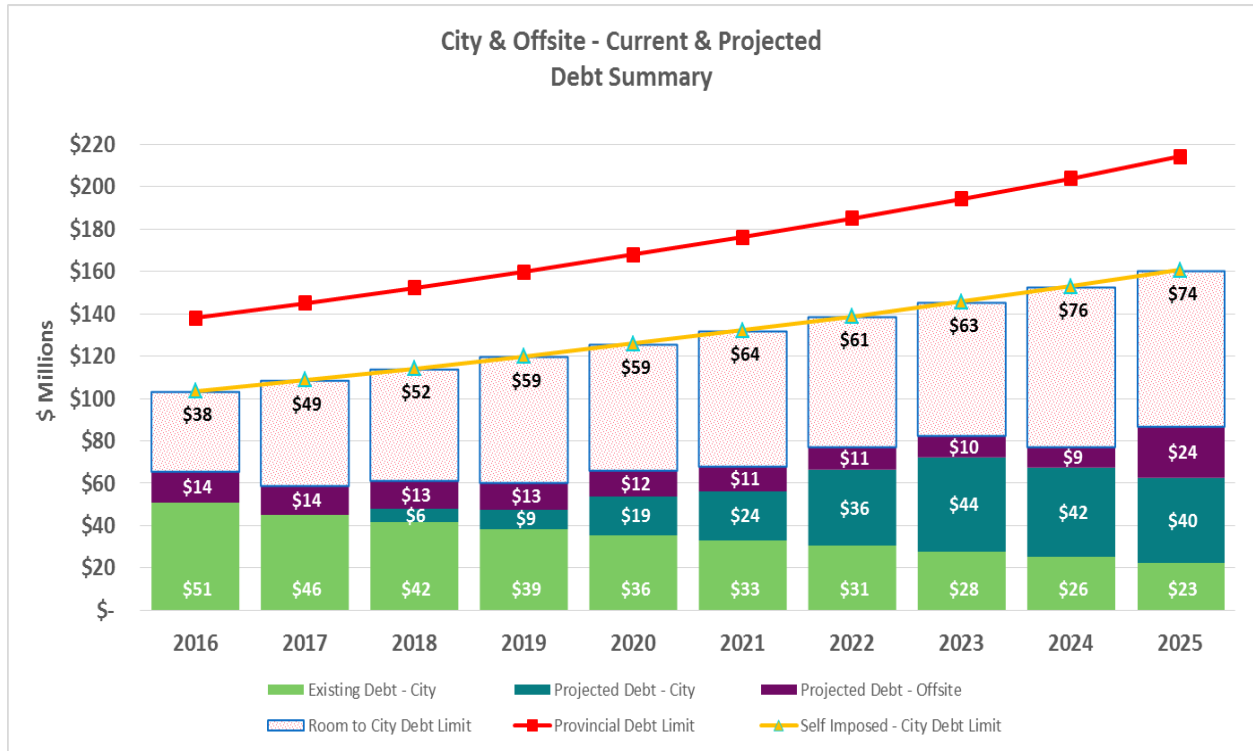
\*Unaudited

The debt limit is calculated at 1.5 times revenue of the municipality (as defined in the Alberta Debt Limit Regulation 255/2000) and the debt service limit is calculated at 0.25 times such revenue.



## Self-Imposed Debt Limit

The City has established stricter debt limits than required by the Provincial regulation. The City set its internal debt limit at 75% of the provincially-prescribed limits.



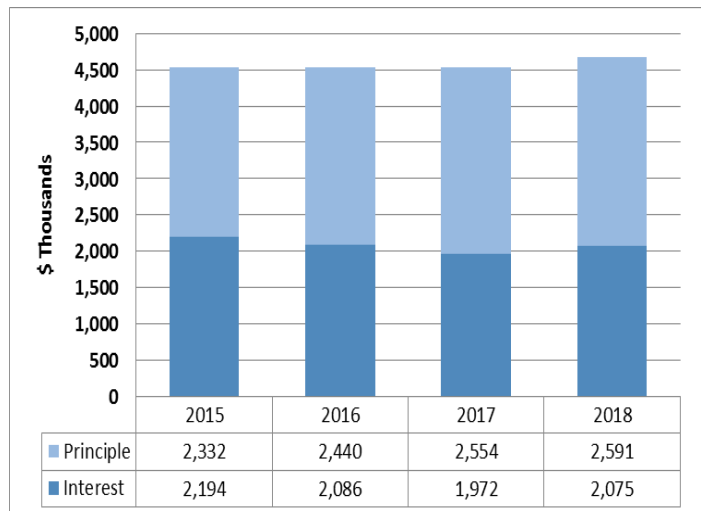
## Tax Supported Debt

Tax-supported debt is recovered through the generation of tax revenue.

### 2015 - 2018 Projected City Debt

Balance at 31-Dec-15	Balance at 31-Dec-16	Balance at 31-Dec-17	Balance at 31-Dec-18
48,080,687.88	45,640,359.33	43,086,270.21	46,994,968.84

### 2016 Projected Annual Debenture Payments - City



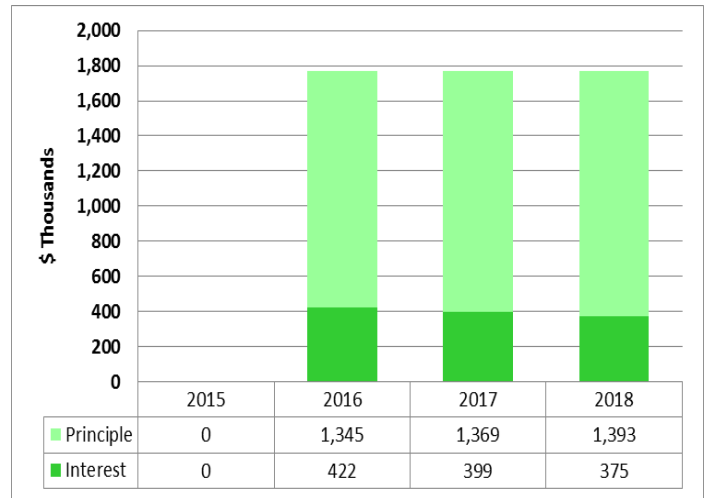
**Offsite (developer funded) Levy Supported Debt**

A substantial portion of debt payments are related to offsite funded projects. Resources for this type of debt are drawn from the offsite capital reserve, thus having no impact to the tax base and the citizens of Leduc.

**2015 - 2018 Projected Offsite Levy Debt**

Balance at 31-Dec-15	Balance at 31-Dec-16	Balance at 31-Dec-17	Balance at 31-Dec-18
<b>3,900,000.00</b>	<b>17,554,859.44</b>	<b>16,186,097.18</b>	<b>14,793,228.76</b>

**2016 Projected Annual Debenture Payments - Offsite Levy**



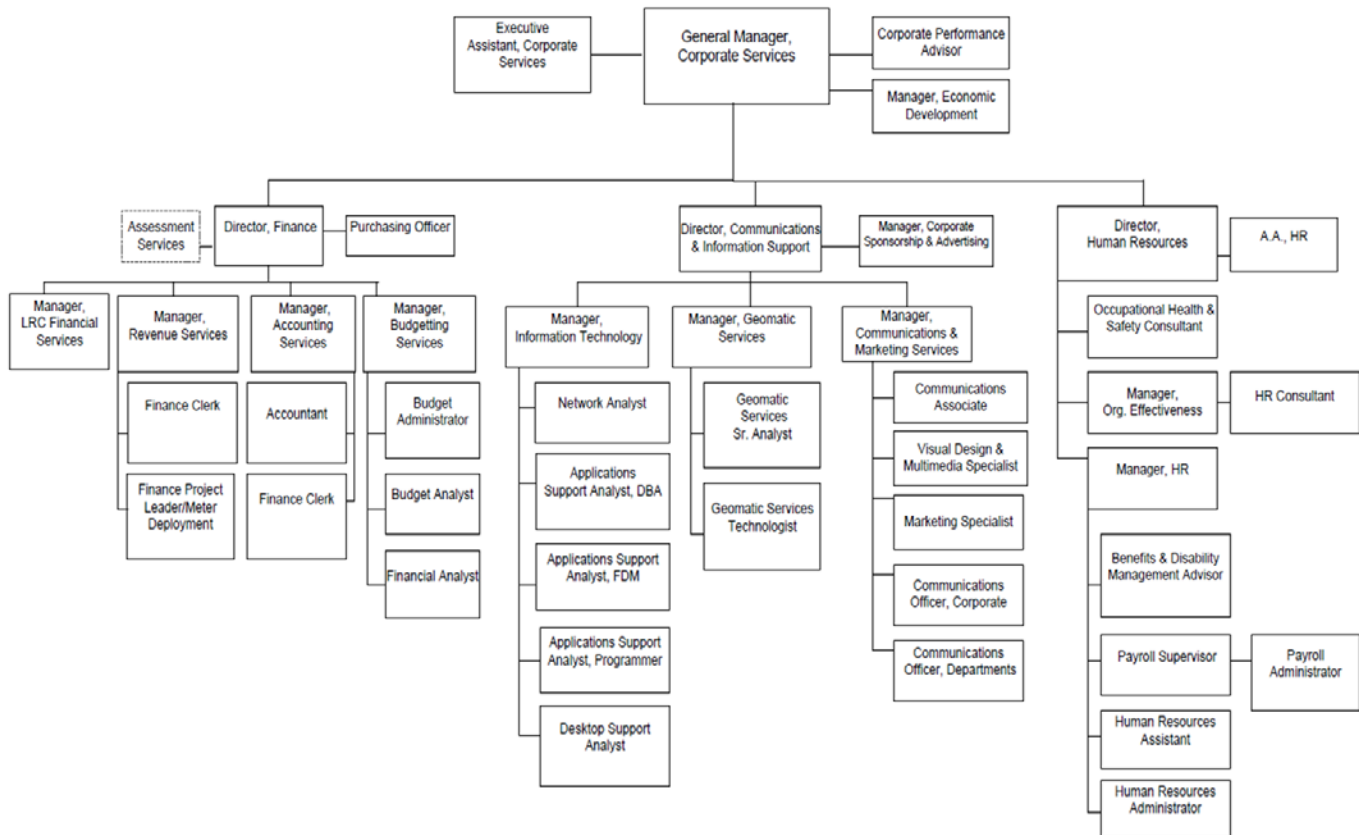
# Corporate Services

2016 Operational Plan





## Corporate Services Organizational Chart



Metrics	Human Resources	Finance	Communications & Information Support	Executive Corporate Services Administration	Total
<b>Staff – Full Time Equivalent (FTE) *</b>	14	18	19	3	<b>53</b>
<b>Total Revenue</b>	\$14,000	\$51,747,807	\$2,000	\$0	<b>\$51,763,807</b>
<b>Total Expenditures</b>	\$1,921,542	\$6,571,504	\$3,726,923	\$928,831	<b>\$13,148,800</b>
<b>Net of Revenue Over Expenditures</b>	(\$1,907,542)	\$45,176,303	(\$3,724,923)	(\$928,831)	<b>\$38,615,007</b>
<b>Total Interfund Transfers</b>	\$68,766	(\$2,357,275)	(\$28,616)	\$25,000	<b>(\$2,292,125)</b>
<b>Net Surplus (Deficit)</b>	(\$1,838,776)	\$42,819,028	(\$3,753,539)	(\$903,831)	<b>\$36,322,882</b>
<b>Capital Budget</b>	\$25,000	\$50,000	\$682,600	\$0	<b>\$757,600</b>

\* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.

# Corporate Services Department

## Scope of Services

Corporate Services Department is made up of three functional units. The scope of services is described as:

- **Human Resources** provides expertise and support to the corporation to ensure there is sufficient competent staff to fulfill its operating mandate and strategic goals, through the development and management of strategies, policies, programs and tools. Human Resources also provides expertise and support to managers, supervisors and staff in the areas of classification, compensation, benefits, performance management, employee relations and pay. Human Resources supports the corporation with regard to labour relations, collective bargaining strategy, research, and collective agreement interpretation.
- **Finance** provides expertise and support to the corporation and external customers to ensure effective financial management that enables the City to achieve its goals. Provides leadership and direction in the preparation, monitoring and reporting of the three-year operating budget and the ten-year capital plan. Finance also assists in aligning the corporate strategic plan with budgets and resources to achieve Council and Executive priorities.
- **Communication and Information Support** provides expertise and support for communications, marketing, information technology and geographical information system services for the corporation.

## Corporate Services Service Profiles for 2016

### Communications and Information Support

#### Corporate Communications

**Description:**

Provide strategic consultation and project implementation for all corporate and departmental communications projects.

**Outputs:**

Develop strategies and implement creative tactics to communicate the City of Leduc's services, needs and successes.

**Strategic Alignment:**

7.6 Citizens are regularly informed and actively engaged through timely access to information, awareness consultations and communications

**Business Unit:** Communications & Marketing Services

## Corporate Marketing

### **Description:**

Develop, co-ordinate and implement strategies to market the City of Leduc to residents, regional stakeholders and all external audiences.

### **Outputs:**

Activities include strategy development, content development, advertising, and project implementation/management and measurement.

### **Strategic Alignment:**

4.3 Develop a plan to market Leduc (tell our story)

**Business Unit:** Communications & Marketing Services

## Field Services

### **Description:**

Pertains to the field portion of the City's Spatial Data Infrastructure. Includes:

- basic surveys
- field data collection
- maintenance of the High Precision Network of survey monuments
- maintenance of GPS equipment

### **Outputs:**

The ability to provide a basic level of surveying services as well as field GIS data collection. An HPN network that meets the needs of current and future development.

### **Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Geomatic Services

## GIS Tech Support and Training

### **Description:**

Address technical issues as they pertain to the GIS, as well as, provide training for users. This applies to all City Staff, but particularly 'Tier 2' users.

### **Outputs:**

Users that have the skills required to make appropriate use of the GIS with a support system to provide assistance when required.

### **Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Geomatic Services

## GS Customer Service

### **Description:**

A variety of mapping requests are received by Geomatic Services. Requests range from creating simple visual displays to complex geospatial analysis. This includes the administration of the GIS data and services in accordance with Policy # 12:07:02 Release and Sale of the GIS Products and Services. Also includes administration of license agreements.

### **Outputs:**

Begin working on requests within 2 business days.

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Geomatic Services

## IT Governance Committee

**Description:**

The Manger, Geomatic Services is responsible for the business analyst duties within the IT Governance Committee and is also the chair of the committee.

**Outputs:**

- Help facilitate IT project applications through weekly ISS team (Tier 1) and monthly IT Governance Committee (Tier 2) meetings
- Leading projects which have received IT Governance approval through the business analysis process
- Guide RFP/RFQ development and solution evaluation pertaining to identified business requirements
- Help develop IT polices
- Help improve the overall quality of IT service delivery
- Chair IT Governance Committee

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Geomatic Services

## Maintain Corporate Geographic Information System (GIS)

**Description:**

The corporate GIS comprises the hardware, software, and data that allows both Geomatic Services and GIS users to function.

**Outputs:**

A functioning GIS that meets the needs of the organization. This includes timely data updates/maintenance, hardware (plotters, GPS equipment, etc.) maintenance, software maintenance, and ensuring users have adequate access to the data they require to perform their duties.

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Geomatic Services

## Remote GIS Access

**Description:**

Provide access to the GIS beyond the regular desktop applications. This includes:

- web-based access
- mobile field access
- access by third party applications
- published static maps

In many cases, this also requires the development of the application being used to access the GIS.

**Outputs:**

Facilitate the process of identifying user needs and required data and functional elements. Work with departments to determine how these elements will be compiled, integrated, and maintained. Design and develop an application that meets user needs.

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Geomatic Services

### Evergreen Replacement Workstations

**Description:**

Acquire, install and maintain desktop computing resources.

**Outputs:**

Workstations

- Replace four year old workstations within the fourth year after their original deployment

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Information Technology

### Information Technology

**Description:**

Manage and maintain the City of Leduc's computer and network resources including analysis, selection and implementation of corporate software applications, and governance of software and hardware.

**Business Unit:** Information Technology

### IT Capital Project Support

**Description:**

Support other City projects as required.

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Information Technology

### IT Customer Service

**Description:**

Respond to Helpdesk Tickets:

- High priority helpdesk tickets responded to within 4 business hours, when possible
- Medium priority helpdesk tickets responded to 16 business hours, when possible
- Low priority helpdesk tickets responded to as time permits

**Outputs:**

- High priority helpdesk tickets responded to within 4 business hours, when possible
- Medium priority helpdesk tickets responded to 16 business hours, when possible
- Low priority helpdesk tickets responded to as time permits

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Information Technology

## Network Operations

**Description:**

Acquire, install and maintain network computing resources.

**Outputs:**

- Support existing network infrastructure, enhancing and replacing, as required

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Information Technology

## Server Evergreen

**Description:**

Acquire, install and maintain server computing resources.

Servers:

- Replace 6 to 10 year old servers as needed
- Current replacements are being transitioned to Blade Center Servers running Virtual Server environments
- Specific hardware devices are being kept as business requirements dictate

**Outputs:**

Support Servers replacing 20% per year

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Information Technology

## Support Mission Critical Business Applications

**Description:**

Analysis, implementation and upgrading of corporate software applications major system applications like:

- Financial Applications
- Fire Services
- Utility Billing
- Taxation Billing
- Asset Management
- Planning and Permitting

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Information Technology

## Economic Development

### Economic Development

**Description:**

Economic development is designed to produce targeted results; business growth that creates jobs, high employment development areas, aggressive business expansion efforts and optimum quality of life.

**Outputs:**

- Guide to marshal private efforts and resources to advance projects that transform the community
- Playbook for helping businesses network and grow
- Management tool for launching new ventures and collaborative partnerships
- Springboard for redesign of the workforce delivery system to help residents improve their work skills necessary to sustain and grow industrial and commercial diversity

To achieve the economic growth vision, the City will focus collective and strategic efforts on four (4) key priorities:

1. Business retention and expansion (BR & E);
2. Business Development and Investment attraction (BDIA);
3. Business Aerotropolis Enhancement & Hub Development (BAED)
4. Enhanced and Sustainable Quality of Life (QOL)

**Strategic Alignment:**

4.4 Implement a strategy to capitalize on Leduc's competitive advantages

**Business Unit:** Economic Development

## Finance

### Accounting Services

**Description:**

Responsible for financial reporting, treasury management, accounts payable, general ledgers, tangible capital assets (TCA's) and overall internal controls.

**Outputs:**

- Annual audited financial statements
- Quarterly financial reporting
- Financial Information Return
- Statistical Information Return
- Processing and payment of invoices
- Cash flow management to ensure sufficient funds are on hand to meet operating and capital requirements
- Maintain relationship with banks to achieve financial and operating objectives
- Letters of credit and deposits from 3rd parties
- Monthly bank reconciliations
- Maintain and report on the City's tangible capital assets
- Off-site levy tracking and reconciliation
- Contract review and financial reporting
- Policy generation and updating

- Implementation of new accounting standards
- GST Reporting
- Alberta Health Services Reporting
- Capital Region Southwest Water Services Commission Reporting
- Reconcile finance TCA list with asset list for new asset management system
- Administration of city MasterCard's
- Monthly & quarterly transit reporting
- E-procurement support

**Strategic Alignment:**

7.2 The City of Leduc manages its finances to deliver the best value for rate payers

**Business Unit:** Accounting Services

## Budgeting Services

**Description:**

Facilitate the operational and capital budgeting process and support integration of the corporate strategic plan and departmental operational plans. Provide a framework for planning, approving and reporting annual operating and capital budgets. Conduct long-range financial planning and semi-annual projected to year-end (PYE) on behalf of the corporation.

**Outputs:**

- Council approved operational and capital budgets that align with the corporate strategic plan
- Long-range financial planning
- Semi-annual PYE
- Financial budget and forecast support for the City
- Grant reporting
- Reserve management
- Long Term Fiscal Sustainability Plan excel model
- Municipal Price Index/Consumer Price Index generation
- Financial analysis support
- Leduc and District Regional Waste Management Authority reporting

**Strategic Alignment:**

6.3 Finalize and implement fiscal sustainability plan

**Business Unit:** Budgeting Services

## Leduc Recreation Centre Financial Management

**Description:**

Provide financial management for the Leduc Recreation Centre (LRC) including financial planning and advice, budgetary guidance, full-cycle accounting and reporting.

**Outputs:**

- Organizational/Strategic Management
- LRC Accounting Operations
- LRC Financial/Reporting Operations
- LRC Budget Operations

**Strategic Alignment:**

7.2 The City of Leduc manages its finances to deliver the best value for rate payers

**Business Unit:** LRC Financial Management



## Procurement

### **Description:**

Provide assistance and interpretation of procurement policy to all departments, including oversight of all formal procurement opportunities, reviewing, updating and creating procurement templates, and investigating and implementing tools and systems to facilitate purchasing effectiveness.

### **Outputs:**

- Provide assistance to all departments with procurement support including oversight of all formal procurement opportunities
- Provide interpretation, policy & legislation compliance and maintain procurement policy and manual
- Review, update and create procurement templates
- Investigate and implement tools and systems to facilitate purchasing effectiveness

### **Strategic Alignment:**

7.2 The City of Leduc manages its finances to deliver the best value for rate payers

**Business Unit:** Procurement

## Revenue Services

### **Description:**

Manage the financial processing of all City billings and the collection of payments including property taxes, utilities and general receivables in accordance with the Municipal Government Act (MGA), City bylaws, policies and practices.

### **Outputs:**

Accounts Receivable

- Alberta Health Services Contract - billings and collections
- Generation of City invoices
- Transit ticket reconciliation

Taxation

- Mill rate bylaw / council reports
- Annual tax levies and tax notices
- Tax collection, payment processing and tax recovery process
- Tax installment payment plan
- Annual market values
- Annual regulated property values
- New and supplementary property assessments (growth)
- An assessment that complies with the legislation and best practices
- Compliance with provincial standards
- An equalized assessment (Alberta School Foundation Fund)
- Property re-inspection program

Utilities

- Utility meter install appointment setting
- Billing and collection of utility bills for approx. 10,000 customers
- Daily Leak report with contact to customers
- Utility collections
- Monthly Red tag generation

Cash receipts

- Payments for taxes, utilities, licenses, permits, transit passes, etc.

- Maintain a current tax roll that meets all requirements for the MGA, including a record of all properties within the City and property ownership and address.
- Front desk cash management
- Weekly counting of cash bus fares

Other

- Investment Management
- Revenue Analysis (e.g. franchise fee, water revenue)

**Strategic Alignment:**

6.5 Maintain Leduc's attractive and competitive tax advantage

**Business Unit:** Revenue Services

## Human Resources

### Benefits Administration

**Description:**

Administering, overseeing and maintaining all employee benefits programs and pension plans for eligible City of Leduc staff, as well as, the Leduc Public Library.

**Outputs:**

- Ensure that the City of Leduc's benefits package for employees is competitive with comparator employers
- Administering benefits and pensions which include accurately enrolling, terminating and changing employee records

**Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Benefits and Disability Management

### Abilities Management

**Description:**

Managing employees' extended absences, extended illnesses and modified/return to work programs. Serves as a central contact and liaison between WCB and the City of Leduc for occupational claims. Promotes health and wellness.

**Outputs:**

- Ensure the City of Leduc maintains a Abilities Management Program
- Promote employee wellness through various initiatives

**Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Benefits and Disability Management

### Employee Relations

**Description:**

Management of human resource policies, strategies and practices to enhance positive employee relations across the organization.

**Outputs:**

- Develop consistent management policies, strategies and practices to support positive employee/employer workplace relations
- Provide support and advice regarding workplace issues

**Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Human Resource Management

## Labour Relations

**Description:**

Management of labour relations including participation in collective bargaining, coordination of grievances, and interpretation and application of the collective agreement.

**Outputs:**

- Participate in collective bargaining including research and preparation of proposals
- Administer and interpret policies, regulations and the collective agreement
- Develop and interpret human resources policy
- Ensure policy and practices are consistent with federal and provincial legislation
- Develop Terms of Reference and participate in labour/management meetings
- Conduct research, analysis and detailed confidential management reports on a variety of sensitive labour relations issues
- Represent the City on provincial matters relating to fire services

**Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Human Resource Management

## Occupational Health and Safety

**Description:**

Management of the corporate occupational health and safety program in accordance with Alberta Standards which will include components of strategic analysis, policy development, program communication and preventative actions. Program activities include regular worksite inspections, incident investigations, training and audits.

**Outputs:**

Ensure that the City of Leduc maintains an OHS Program that promotes a healthy and safe work environment in accordance with Alberta Health and Safety legislation

**Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Occupational Health and Safety

## Corporate Alignment & Effectiveness

### **Description:**

Ensure human resource management strategies and practices align with business plan goals and support overall organizational effectiveness.

### **Outputs:**

- Service Level Agreements
- Improve internal communications
- Policy review

### **Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Organizational Effectiveness

## Employee Engagement

### **Description:**

Support City of Leduc employees to perform their best by measuring, maintaining, and improving employee engagement factors that impact overall satisfaction and morale, and organizational effectiveness.

### **Outputs:**

- Engagement Survey Administration
- Identify employee engagement drivers
- Follow-up Initiatives

### **Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Organizational Effectiveness

## Employee Recognition

### **Description:**

Provide an organization-wide employee recognition program within the City of Leduc that recognizes service, accomplishment, and retirement, and that promotes an atmosphere where employees feel valued and appreciated.

### **Outputs:**

The City of Leduc's employee recognition program will include:

1. Long Service Recognition
2. Retirement Recognition
3. Corporate Employee Awards Program
4. Marvin Littmann Honour Award
5. High Five Program
6. Informal Recognition

### **Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Organizational Effectiveness

## Workforce Planning & Development

### **Description:**

Provide strategic planning that supports the organization's response to changes and challenges in the labour market and workforce demands. Deliver a corporate training program that builds organizational capacity and encourages employee development.

### **Outputs:**

- Succession Planning
- Orientation Program
- Professional Development
- Corporate Training Calendar
- Support for Senior Leadership

### **Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Organizational Effectiveness

## Payroll

### **Description:**

Management of payroll ensuring that employee's pay is administered accurately and on time. Calculations of employees' salaries upon commencement, promotion or reclassification. Provide payroll reporting as required. Examine the effectiveness of current payroll system and ensure appropriate upgrades are in place.

### **Outputs:**

- Ensure employee's pay is administered accurately and on time
- Stay current with any new Provincial/Federal legislation as it pertains to payroll

### **Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Payroll

## Compensation

### **Description:**

Participate in salary surveys and market reviews, as well as, administering salary policy at time of recruitment, reclassification and promotion to ensure that the City of Leduc is competitive and maintains internal equity.

### **Outputs:**

Implement the Salary Administration policy and ensure that the City's compensation is competitive within comparable market by completing research, proposing and implementing changes, as required.

### **Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Recruitment and Compensation

## Job Evaluation

### **Description:**

Administer the job evaluation system to ensure consistent classification of positions with the City of Leduc and to ensure internal equity.

### **Outputs:**

- Maintain the integrity of the job evaluation system by managing the job evaluation process and ensuring that all jobs are classified consistently and fairly across the City of Leduc on a timely basis
- Create policy and procedural documents on mandate and process of job evaluation protocols

### **Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Recruitment and Compensation

## Recruitment

### **Description:**

Oversee the City of Leduc's recruitment process with the mandate to fill vacancies in a timely and efficient manner and in compliance with all City policies and legislative guidelines.

### **Outputs:**

- Recruit and hire qualified staff through use of equitable, fair and legislatively compliant interview and assessment mechanisms

### **Strategic Alignment:**

7.1 The City of Leduc supports a competent, productive and healthy workforce, through investment in sound human resource systems and practices, training and development and upholding organizational values

**Business Unit:** Recruitment and Compensation

## Information Technology Governance Committee

### Information Technology Governance

#### **Description:**

The IT Governance Committee (ITGC) oversees the information technology investment priorities for the City of Leduc. The committee will:

1. Provide strategic leadership for IT projects and processes
2. Prioritize IT projects
3. Deliver final approvals and recommendations on proposed IT projects
4. Champion collaborative planning through the adoption of IT governance processes

#### **Outputs:**

- The ITGC will meet on a monthly basis
- The ITGC will prioritize items to be reviewed at the next meeting
- The GS manager will co-ordinate all meetings and provide advance information about all agenda items to the voting members
- Approval for all projects will be reached through a consensus vote of the ITSC. Each member of the committee shall be entitled to one vote.

- ITGC has the authority to reject any proposal which it deems not to have made a sufficient business case or which does not significantly contribute to corporate strategic goals
- The ITGC will receive regular progress reports on all previously approved projects and can recommend the termination of any project that is not meeting its goals
- The ITGC will provide summary governance reports to Executive Committee as requested

***Strategic Alignment:***

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

***Business Unit:*** Information Technology Governance Committee

## Operating Budget Summary - CORPORATE SERVICES

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	2,871,921	2,922,089	2,993,189	3,076,006	3,272,461	3,340,489	3,581,975
Inter-Divisional Revenue	47,025	47,025	0	47,025	47,025	47,025	47,025
Interest & Penalties	1,292,967	1,172,191	139,664	1,545,000	1,257,400	1,466,000	1,706,500
Net Taxes - Revenue	31,554,064	34,619,544	42,468,278	38,682,519	41,184,167	43,832,758	47,094,786
Sale of Services	371,317	486,240	447,871	385,174	355,554	367,790	380,224
Utility Services Revenue	4,325,002	4,985,189	4,166,248	5,700,000	5,647,200	5,873,500	6,167,400
<b>Total Revenues</b>	<b>40,462,294</b>	<b>44,232,277</b>	<b>50,215,248</b>	<b>49,435,724</b>	<b>51,763,807</b>	<b>54,927,562</b>	<b>58,977,910</b>
<b>Expenditures</b>							
Employee Benefits	836,366	914,707	1,004,043	1,272,401	1,249,552	1,913,132	2,639,124
Salaries & Wages	3,979,458	3,906,069	3,843,045	5,228,287	5,814,174	7,716,171	9,861,337
<b>Total Staff Costs</b>	<b>4,815,823</b>	<b>4,820,775</b>	<b>4,847,088</b>	<b>6,500,688</b>	<b>7,063,726</b>	<b>9,629,303</b>	<b>12,500,461</b>
Bank Charges & Interest	128,171	135,270	94,694	115,100	140,100	143,100	146,100
Contract Services	1,672,097	1,771,114	1,567,841	2,562,060	2,138,659	2,169,216	2,158,011
General Services	386,161	433,702	471,117	487,000	506,810	557,100	612,900
Grants to Organizations	1,470,591	1,558,117	1,538,753	1,820,790	1,925,083	1,754,314	1,794,748
Interest on Long Term Debt	0	22,373	85,077	107,450	98,700	89,950	0
Materials & Supplies	859,815	313,126	299,279	576,433	500,347	384,925	383,085
Other Expenses	3	45	0	0	0	0	0
Repairs & Maintenance	69,522	95,728	94,228	109,300	114,600	108,800	108,800
Telephone & Communications	136,396	136,883	145,653	153,000	124,344	127,644	127,644
Training & Development	433,264	253,616	283,149	256,518	298,541	293,181	295,166
<b>Total Operational Costs</b>	<b>5,156,020</b>	<b>4,719,974</b>	<b>4,579,790</b>	<b>6,187,651</b>	<b>5,847,184</b>	<b>5,628,230</b>	<b>5,626,454</b>
<b>Total Expenditures</b>	<b>9,971,843</b>	<b>9,540,749</b>	<b>9,426,878</b>	<b>12,688,339</b>	<b>12,910,910</b>	<b>15,257,533</b>	<b>18,126,915</b>
<b>Net of Revenue Over Expenditures</b>	<b>30,490,451</b>	<b>34,691,528</b>	<b>40,788,370</b>	<b>36,747,385</b>	<b>38,852,897</b>	<b>39,670,029</b>	<b>40,850,995</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(4,050,241)	(8,415,319)	0	(3,336,498)	(3,040,091)	(3,350,691)	(3,838,691)
Transfers from Reserves	47,378	3,550,174	0	1,260,306	745,966	368,716	172,600
<b>Total Interfund Transfers</b>	<b>(4,002,863)</b>	<b>(4,865,145)</b>	<b>0</b>	<b>(2,076,192)</b>	<b>(2,294,125)</b>	<b>(2,981,975)</b>	<b>(3,666,091)</b>
<b>"Net Surplus (Deficit)"</b>	<b>26,487,589</b>	<b>29,826,383</b>	<b>40,788,370</b>	<b>34,671,193</b>	<b>36,558,772</b>	<b>36,688,054</b>	<b>37,184,904</b>



## Operating Budget Summary - Corporate Services Administration

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditures</b>							
Employee Benefits	32,783	79,395	50,055	53,942	55,579	55,579	55,579
Salaries & Wages	162,145	240,099	225,246	256,005	256,005	255,005	255,005
Total Staff Costs	194,928	319,494	275,301	309,947	311,585	310,585	310,585
Materials & Supplies	2,977	5,119	1,851	4,700	4,200	4,200	4,200
Training & Development	5,550	11,123	9,744	10,600	10,600	10,600	10,600
Total Operational Costs	8,528	16,242	11,595	15,300	14,800	14,800	14,800
Total Expenditures	203,456	335,736	286,896	325,247	326,385	325,385	325,385
Net of Revenue Over Expenditures	(203,456)	(335,736)	(286,896)	(325,247)	(326,385)	(325,385)	(325,385)
"Net Surplus (Deficit)"	(203,456)	(335,736)	(286,896)	(325,247)	(326,385)	(325,385)	(325,385)

## Operating Budget Summary - Human Resources

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Sale of Services	39,350	153,793	117,905	40,000	14,000	14,000	14,000
Total Revenues	39,350	153,793	117,905	40,000	14,000	14,000	14,000
<b>Expenditures</b>							
Employee Benefits	180,790	211,077	254,767	306,933	340,042	341,742	348,242
Salaries & Wages	758,453	930,971	870,137	1,099,713	1,173,899	1,173,899	1,173,899
Total Staff Costs	939,243	1,142,048	1,124,904	1,406,646	1,513,941	1,515,641	1,522,141
Contract Services	45,658	138,112	38,466	137,166	91,166	166,166	96,166
Materials & Supplies	60,144	89,273	66,114	88,400	77,900	75,650	76,150
Training & Development	131,975	159,750	194,120	233,043	238,535	238,835	239,035
Total Operational Costs	237,778	387,135	298,701	458,609	407,601	480,651	411,351
Total Expenditures	1,177,020	1,529,183	1,423,605	1,865,255	1,921,542	1,996,292	1,933,492
Net of Revenue Over Expenditures	(1,137,670)	(1,375,389)	(1,305,700)	(1,825,255)	(1,907,542)	(1,982,292)	(1,919,492)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	0	(102,500)	0	0	0	0	0
Transfers from Reserves	0	100,590	0	73,166	68,766	138,766	34,600
Total Interfund Transfers	0	(1,910)	0	73,166	68,766	138,766	34,600
"Net Surplus (Deficit)"	(1,137,670)	(1,377,299)	(1,305,700)	(1,752,089)	(1,838,776)	(1,843,526)	(1,884,892)

## Operating Budget Summary - Finance

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	2,871,921	2,922,089	2,993,189	3,076,006	3,272,461	3,340,489	3,581,975
Inter-Divisional Revenue	47,025	47,025	0	47,025	47,025	47,025	47,025
Interest & Penalties	1,292,967	1,172,191	139,664	1,545,000	1,257,400	1,466,000	1,706,500
Net Taxes - Revenue	31,554,064	34,619,544	42,468,278	38,682,519	41,184,167	43,832,758	47,094,786
Sale of Services	312,444	331,603	327,747	342,174	339,554	351,790	364,224
Utility Services Revenue	4,325,002	4,985,189	4,329,892	5,700,000	5,647,200	5,873,500	6,167,400
<b>Total Revenues</b>	<b>40,403,422</b>	<b>44,077,641</b>	<b>50,258,769</b>	<b>49,392,724</b>	<b>51,747,807</b>	<b>54,911,562</b>	<b>58,961,910</b>
<b>Expenditures</b>							
Employee Benefits	259,086	306,587	352,771	514,888	460,088	1,137,767	1,857,259
Salaries & Wages	1,269,899	1,223,289	1,157,148	2,079,935	2,655,022	4,618,006	6,763,172
<b>Total Staff Costs</b>	<b>1,528,985</b>	<b>1,529,875</b>	<b>1,509,919</b>	<b>2,594,823</b>	<b>3,115,109</b>	<b>5,755,772</b>	<b>8,620,431</b>
Bank Charges & Interest	128,171	135,270	94,694	115,100	140,100	143,100	146,100
Contract Services	498,977	517,547	464,297	1,082,400	647,000	657,000	670,000
General Services	385,945	432,022	468,863	485,000	504,810	555,100	610,900
Grants to Organizations	1,470,591	1,558,117	1,538,753	1,820,790	1,925,083	1,754,314	1,794,748
Interest on Long Term Debt	0	22,373	85,077	107,450	98,700	89,950	0
Materials & Supplies	604,463	91,596	60,428	160,833	164,287	105,800	106,800
Other Expenses	3	45	0	0	0	0	0
Repairs & Maintenance	1,598	0	0	4,500	4,500	4,500	4,500
Training & Development	227,612	25,969	33,206	(43,453)	(28,085)	(28,635)	(26,735)
<b>Total Operational Costs</b>	<b>3,317,361</b>	<b>2,782,938</b>	<b>2,745,318</b>	<b>3,732,620</b>	<b>3,456,395</b>	<b>3,281,129</b>	<b>3,306,313</b>
<b>Total Expenditures</b>	<b>4,846,346</b>	<b>4,312,813</b>	<b>4,255,237</b>	<b>6,327,443</b>	<b>6,571,504</b>	<b>9,036,901</b>	<b>11,926,744</b>
<b>Net of Revenue Over Expenditures</b>	<b>35,557,076</b>	<b>39,764,827</b>	<b>46,003,532</b>	<b>43,065,281</b>	<b>45,176,303</b>	<b>45,874,661</b>	<b>47,035,166</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(3,613,725)	(7,936,303)	0	(3,009,982)	(2,706,975)	(3,017,575)	(3,505,575)
Transfers from Reserves	0	3,390,784	0	858,700	349,700	89,950	0
<b>Total Interfund Transfers</b>	<b>(3,613,725)</b>	<b>(4,545,519)</b>	<b>0</b>	<b>(2,151,282)</b>	<b>(2,357,275)</b>	<b>(2,927,625)</b>	<b>(3,505,575)</b>
<b>"Net Surplus (Deficit)"</b>	<b>31,943,351</b>	<b>35,219,308</b>	<b>46,003,532</b>	<b>40,913,999</b>	<b>42,819,028</b>	<b>42,947,036</b>	<b>43,529,591</b>

## Operating Budget Summary - Communications & Information Support

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Sale of Services	1,780	843	2,255	3,000	2,000	2,000	2,000
Total Revenues	1,780	843	2,255	3,000	2,000	2,000	2,000
<b>Expenditures</b>							
Employee Benefits	266,078	317,648	346,450	396,637	408,442	392,643	392,643
Salaries & Wages	1,318,678	1,511,710	1,590,514	1,792,634	1,781,619	1,721,632	1,721,632
Total Staff Costs	1,584,756	1,829,359	1,936,964	2,189,271	2,190,060	2,114,274	2,114,274
Contract Services	1,072,750	1,115,455	1,090,057	1,342,494	1,012,493	957,050	1,027,845
General Services	216	1,680	2,253	2,000	2,000	2,000	2,000
Materials & Supplies	87,570	127,138	174,510	322,500	226,960	172,460	172,960
Repairs & Maintenance	67,923	95,728	95,442	104,800	110,100	104,300	104,300
Telephone & Communications	136,396	136,883	145,653	153,000	124,344	127,644	127,644
Training & Development	56,707	56,774	46,180	56,328	60,966	60,966	60,966
Total Operational Costs	1,421,562	1,533,658	1,554,096	1,981,122	1,536,863	1,424,420	1,495,715
Total Expenditures	3,006,319	3,363,017	3,491,060	4,170,393	3,726,923	3,538,694	3,609,989
Net of Revenue Over Expenditures	(3,004,539)	(3,362,174)	(3,488,805)	(4,167,393)	(3,724,923)	(3,536,694)	(3,607,989)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(326,516)	(376,516)	0	(326,516)	(333,116)	(333,116)	(333,116)
Transfers from Reserves	0	58,800	0	328,440	304,500	115,000	138,000
Total Interfund Transfers	(326,516)	(317,716)	0	1,924	(28,616)	(218,116)	(195,116)
"Net Surplus (Deficit)"	(3,331,055)	(3,679,890)	(3,488,805)	(4,165,469)	(3,753,539)	(3,754,810)	(3,803,105)

## Operating Budget Summary - Economic Development

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditures</b>							
Employee Benefits	0	0	0	0	25,032	25,032	25,032
Salaries & Wages	0	0	0	0	114,715	114,715	114,715
Total Staff Costs	0	0	0	0	139,747	139,747	139,747
Contract Services	0	0	0	0	408,000	419,000	404,000
Materials & Supplies	0	0	0	0	33,200	33,200	33,200
Training & Development	0	0	0	0	21,500	14,500	14,500
Total Operational Costs	0	0	0	0	462,700	466,700	451,700
Total Expenditures	0	0	0	0	602,447	606,447	591,447
Net of Revenue Over Expenditures	0	0	0	0	(602,447)	(606,447)	(591,447)
<b>Net Interfund Transfers</b>							
Transfers from Reserves	0	0	0	0	25,000	25,000	0
Total Interfund Transfers	0	0	0	0	25,000	25,000	0
"Net Surplus (Deficit)"	0	0	0	0	(577,447)	(581,447)	(591,447)

## CITY OF LEDUC 2016 - 2025 CAPITAL AND ONE TIME PROJECT EXPENDITURES

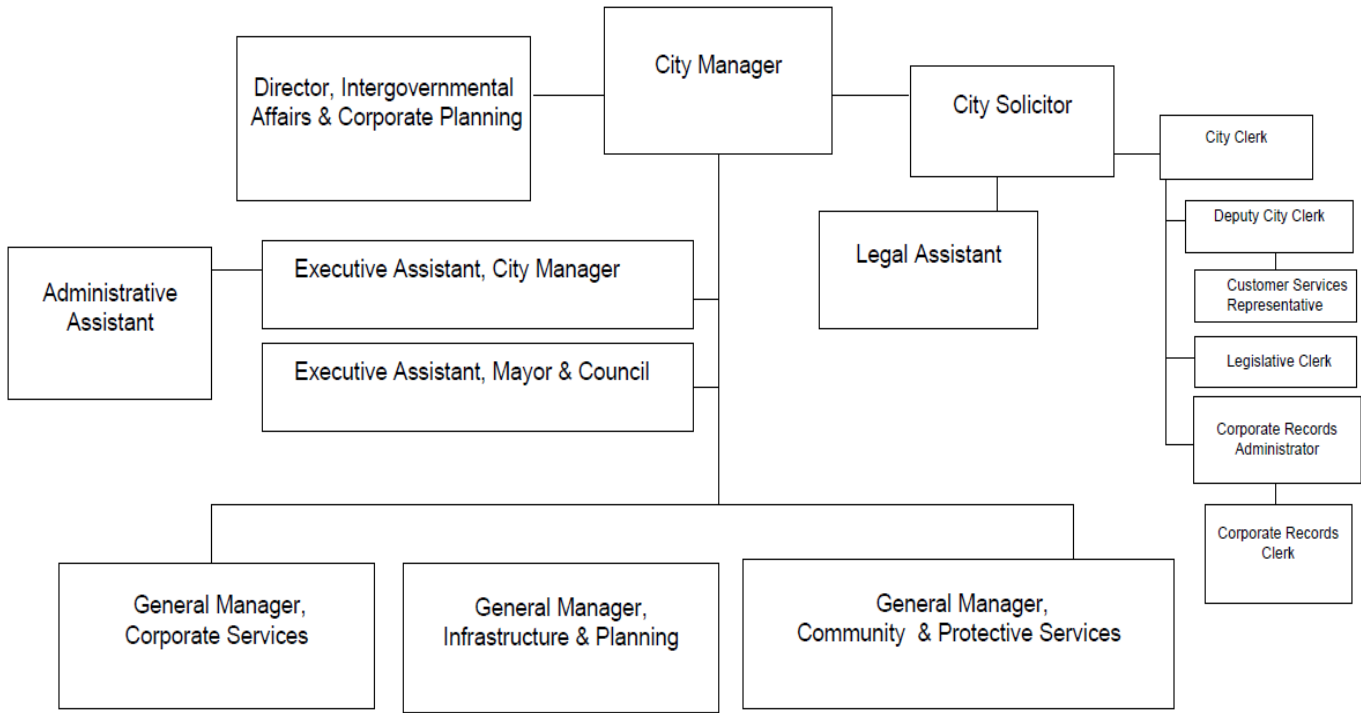
Project	Rank	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total Cost
<b>Mandatory / Critical Projects (Color Code: YELLOW)</b>												
<b>Corporate Services</b>												
015.160 Network Renewal (Evergreen)	3	15,000	15,000	15,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	185,000
015.180 Desktop Computer Renewal (Evergreen) - Hardware	3	124,000	104,000	116,250	154,250	166,055	95,000	113,250	163,750	110,000	104,000	1,250,555
015.186 Server Renewal (Evergreen) - Hardware	3	153,000	30,000	98,000	106,000	108,000	32,000	30,000	160,000	52,000	108,000	877,000
015.280 Desktop Computer Renewal (Evergreen) - Software	3	11,500	9,400	11,600	15,800	14,200	9,000	11,800	16,000	11,800	9,400	120,500
015.286 Server Renewal (Evergreen) - Software	3	56,600	32,800	32,800	44,800	38,800	26,800	32,800	32,800	32,800	38,800	369,800
015.292 System Backup Upgrade	3	4,000	4,000	4,000	4,000	4,000	4,000	64,000	4,000	4,000	4,000	100,000
092.240 Financial Package Implementation	3	50,000	20,000	20,000	50,000	25,000	25,000	55,000	25,000	25,000	55,000	350,000
092.364 HR / Payroll System	3	25,000	25,000	50,000	50,000	50,000	10,000	10,000	10,000	10,000	10,000	250,000
104.001 Aerial Data	4	20,000	24,000	20,000	18,000	20,000	24,000	20,000	18,000	20,000	24,000	208,000
101.001 Telephone Replacement	4	3,500	0	100,000	0	0	0	0	0	0	0	103,500
015.289 Firewall Upgrade (Evergreen)	3	0	0	0	25,000	0	0	0	30,000	0	0	55,000
015.290 Paperless Council	3	0	21,000	0	0	0	21,000	0	0	0	21,000	63,000
015.291 Email Upgrade	3	0	0	0	29,000	0	0	0	35,000	0	0	64,000
091.150 Equipment Replacement - other	4	0	70,000	0	0	0	0	70,000	0	0	0	140,000
		<b>462,600</b>	<b>355,200</b>	<b>467,650</b>	<b>516,850</b>	<b>446,055</b>	<b>266,800</b>	<b>426,850</b>	<b>514,550</b>	<b>285,600</b>	<b>394,200</b>	<b>4,136,355</b>
<b>Total Mandatory / Critical Projects (Color Code: YELLOW)</b>		<b>462,600</b>	<b>355,200</b>	<b>467,650</b>	<b>516,850</b>	<b>446,055</b>	<b>266,800</b>	<b>426,850</b>	<b>514,550</b>	<b>285,600</b>	<b>394,200</b>	<b>4,136,355</b>
<b>Necessary Projects (Color Code: GREEN)</b>												
<b>Corporate Services</b>												
092.360 IT Governance	g	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
104.002 LiDAR Data Collection Project	g	45,000	0	0	0	0	0	0	0	0	0	45,000
		<b>95,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>545,000</b>
<b>Total Necessary Projects (Color Code: GREEN)</b>		<b>95,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>545,000</b>
<b>Desirable Projects (Color Code: BLUE)</b>												
<b>Corporate Services</b>												
092.355 Content Management Software	iv	100,000	0	0	0	100,000	50,000	0	0	0	0	250,000
104.003 Wayfinding	i	100,000	150,000	170,000	120,000	0	0	0	0	0	0	540,000
		<b>200,000</b>	<b>150,000</b>	<b>170,000</b>	<b>120,000</b>	<b>100,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>790,000</b>
<b>Total Desirable Projects (Color Code: BLUE)</b>		<b>200,000</b>	<b>150,000</b>	<b>170,000</b>	<b>120,000</b>	<b>100,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>790,000</b>
<b>Total Projects</b>		<b>757,600</b>	<b>555,200</b>	<b>687,650</b>	<b>686,850</b>	<b>596,055</b>	<b>366,800</b>	<b>476,850</b>	<b>564,550</b>	<b>335,600</b>	<b>444,200</b>	<b>5,471,355</b>

# City Manager & Council

2016 Operational Plan



**Office of the City Manager  
Organizational Chart**



Metrics	Council & Mayor	Executive	Inter-governmental Affairs & Corporate Planning	Legal Services	Office of the City Clerk	Total
<b>Staff – Full Time Equivalent (FTE) *</b>	0.0	3.5	4.3	3.0	9.0	<b>19.8</b>
<b>Total Revenue</b>	\$0	\$0	\$0	\$0	\$7,200	<b>\$7,200</b>
<b>Total Expenditures</b>	\$469,507	\$659,056	\$600,978	\$615,390	\$924,354	<b>\$3,269,285</b>
<b>Net of Revenue Over Expenditures</b>	(\$469,507)	(\$659,056)	(\$600,978)	(\$615,390)	(\$917,154)	<b>(\$3,262,085)</b>
<b>Total Interfund Transfers</b>	(\$13,000)	\$101,707	\$104,831	\$50,000	(\$103,500)	<b>\$140,038</b>
<b>Net Surplus (Deficit)</b>	(\$482,507)	(\$557,349)	(\$496,147)	(\$565,390)	(\$1,020,654)	<b>(\$3,122,047)</b>
<b>Capital Budget</b>	\$0	\$0	\$25,000	\$0	\$0	<b>\$25,000</b>

\* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.



# City Manager's Office

## Service Profiles for 2016

### City Manager

#### Executive Administration

**Description:**

Co-ordination and delivery of executive team and senior management functions.

**Strategic Alignment:**

7.4 Leduc is a performance driven organization supported by a corporate planning framework that creates focus, identifies strategic priorities and facilitates leadership

**Business Unit:** City Manager's Office

### Intergovernmental Affairs and Corporate Planning

#### CAMMS Software Management

**Description:**

Manage the CAMMS suite of software including maintenance, implementation, training, on-boarding/ off-boarding of staff and application of industry best practices.

**Outputs:**

- Develop content guidelines and manage the City's data integrity to ensure consistency across the organization.
- Corporate planning software expert and key corporate contact for the software suite and related business processes.
- Facilitate a corporate culture shift by coordinating activities to achieve alignment of corporate objectives and outcomes.
- Implement new modules, as required.
- Coach, mentor and train staff in the corporate planning systems (CAMMS)
- Manage staffing database
- Liaise with other municipalities on performance benchmarking methodologies and best practices.

**Strategic Alignment:**

7.4 Leduc is a performance driven organization supported by a corporate planning framework that creates focus, identifies strategic priorities and facilitates leadership

**Business Unit:** Corporate Planning

#### Corporate Performance & Reporting

**Description:**

Manage corporate performance processes and develop performance measures for strategic and operational initiatives. Provide ongoing reporting of performance to appropriate stakeholders.

**Outputs:**

- Develop and implement corporate performance processes
- Refine organizational performance measures and ensure quality reporting
- Develop and implement performance measures for all strategic documents.
- Provide quarterly performance reports to Executive
- Provide semi-annual performance reports to Council
- Publish an Annual Report for the community

**Strategic Alignment:**

7.4 Leduc is a performance driven organization supported by a corporate planning framework that creates focus, identifies strategic priorities and facilitates leadership

**Business Unit:** Corporate Planning

## Corporate Planning

**Description:**

Manage the City of Leduc corporate planning process and facilitate the development and ensure alignment of all strategic plans.

**Outputs:**

- Facilitate the development/review of the City of Leduc strategic plan, corporate business plan and business unit operational plans
- Monitor all strategic documents to ensure alignment with the overall corporate strategy and goals
- Refine the corporate planning process, as required
- Provide staff training on the corporate planning process

**Strategic Alignment:**

7.4 Leduc is a performance driven organization supported by a corporate planning framework that creates focus, identifies strategic priorities and facilitates leadership

**Business Unit:** Corporate Planning

## Advocacy

**Description:**

The City of Leduc identifies priority issues and uses the most effective advocacy methods to increase awareness and influence change.

**Outputs:**

- Council is utilized to determine direction on advocacy issues.
- Opportunities are identified and support provided to council and administration for promoting the city's interests with stakeholders and in consultations.
- The city's interests are promoted and in relevant stakeholder engagements.
- Municipal associations such as the AUMA and FCM are leveraged.

**Strategic Alignment:**

5.4 The organization identifies its desired role in the region and coordinates projects, interactions and advocacy to advance Leduc's interests

**Business Unit:** Government Relations

## Issue Monitoring

### **Description:**

The City of Leduc monitors the activity of other levels of governments and key stakeholders to identify new issues and opportunities that may be affect the community.

### **Outputs:**

- Opportunities and issues are identified proactively.
- Holistic consideration of issues and opportunities is enabled.

### **Strategic Alignment:**

5.4 The organization identifies its desired role in the region and coordinates projects, interactions and advocacy to advance Leduc's interests

**Business Unit:** Government Relations

## Relationship Building

### **Description:**

The City of Leduc develops, maintains and leverages key strategic relationships to increase knowledge sharing and gathering, maximize collaboration and advance the city's interests.

### **Outputs:**

- Key strategic relationships are identified and relationship building is prioritized.
- Productive relationships with other levels of government are established and maintained.
- Stakeholders feel engaged and able to present ideas and issues for consideration.

### **Strategic Alignment:**

5.1 Strengthen relationships with key stakeholders in the Leduc region, including Leduc County, the Capital region, the City of Edmonton, school boards, EIA and other stakeholders

**Business Unit:** Government Relations

## Legal Services

## Freedom of Information & Protection of Privacy (FOIPP)

### **Description:**

Management of Freedom of Information & Protection of Privacy (FOIP) requests.

### **Outputs:**

- When FOIP requests are received the requests are processed in accordance with requirements of the Freedom of Information & Protection of Privacy Act.
- Over the past four years two requests were processed.

### **Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legal Services

## Interpretation of Municipal Legislation and Development of Bylaws

### **Description:**

Interpret governing municipal legislation, particularly interpretation of issues arising out of the Municipal Government Act and monitor legislative changes and developments in case law as it affects municipalities.

**Outputs:**

- As required

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legal Services

## Legal Advice and Representation

**Description:**

Services include legal opinions, drafting documents and representing the City's legal position in matters which may ultimately be adjudicated by a Court, Board or other tribunal.

**Outputs:**

- As required

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legal Services

## Management of Legal Services Requests

**Description:**

Provide expertise and support to City departments on all legal services requests including representing the City of Leduc with external counsel, maintaining a database of legal precedents, documents, agreements, articles and opinions, and the review and approval of contracts.

**Outputs:**

- As required

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legal Services

## Risk Management

**Description:**

Develop and implement risk management protocols and circulate risk management information to functional areas. Monitor corporate actions and operations for compliance with legislated requirements in the delivery of programs and services.

**Outputs:**

- As required

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legal Services

# City Clerk & Records Management

## Boards & Committees

### **Description:**

Provide support to Boards and Committees including maintaining a listing of all Boards and Committees and the appointed members, tracking the terms of board appointments and the expiry dates, and recruitment of new members.

### **Outputs:**

- Maintain a listing of Boards & Committees and the appointed members.
- Track the terms of board appointments and the expiry dates.
- Recruit for members of the public to participate as a Board Member when vacancies become available.
- Provide the Board Selection Committee with applications received for their review.
- The Committee provides recommendations for appointments to Council for approval.
- The Board Selection Committee consists of the Mayor & the 2 Councillors.

### **Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legislative Services

## Bylaws

### **Description:**

Bylaw administration.

### **Outputs:**

- Provide staff with Bylaw numbers when a new Bylaw is required
- Administration maintains an Index that categorizes Bylaws as current, expired and repealed
- Administration will review Bylaws on a continual basis for any necessary amendments
- Provide assistance to staff in preparation of the Bylaw , if necessary
- Ensure Bylaws are signed by the Mayor once third reading is approved
- Bylaws are retained electronically
- Post Bylaws that pertain to residents on the Website

### **Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legislative Services

## Census

### **Description:**

Conduct a yearly census.

### **Outputs:**

- Conduct a yearly census for municipal, school board, business planning and grant opportunities.
- Provide residents with an on-line option of participating in the census.
- Hire census workers to obtain census information from residents who did not participate on-line.

- Preparation of census statistics.
- Ensure a population affidavit is forwarded to Alberta Municipal Affairs for their approval.

**Strategic Alignment:**

6.5 Maintain Leduc's attractive and competitive tax advantage

**Business Unit:** Legislative Services

### Council Secretariat Structure

**Description:**

Provide support to Council

**Outputs:**

- Prepare agenda packages for the Committee-of-the-Whole and Regular Council meetings.
- Transcribe minutes for each meeting.
- Post agenda packages and minutes on the website.
- Liaison between public and Council.

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legislative Services

### Customer Service

**Description:**

Provide reception services for City Administration.

**Outputs:**

- Greet residents & visitors coming to Civic Centre.
- Provide services to the public & staff both by phone and in person.
- Process mail and deliveries.
- Maintain the Corporate Calendar for internal staff.
- Provide ongoing assistance to Administration.

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legislative Services

### Election

**Description:**

Conduct the general election.

**Outputs:**

- Conduct the general election every 4 years.
- Elections are held on the third Monday of October in an election year.
- Voting stations will be open for advance voting, incapacitated/institutional and election day.
- Unofficial results are posted on the City's website during election night for both City Council & School Board Trustees.

- Official results are forwarded to Alberta Municipal Affairs in the specified time frame as outlined in the Local Authorities Election Act.
- Official results will be posted to the website.

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legislative Services

## Environmental Site Assessments and Property Searches

**Outputs:**

- Process all environmental & property site searches.
- Requests from external clients are received by Administration.
- Responses to the client are required within 30 days.

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legislative Services

## Municipal Policy Handbook

**Description:**

Maintenance of the Municipal Policy Handbook.

**Outputs:**

- On-going review of municipal policies and updating of the handbooks.

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legislative Services

## Petitions

**Outputs:**

- Receive petitions from City residents on either a city-wide or a local improvement initiative.
- Determine if the petition is valid or invalid.
- Process petitions based on validity.

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legislative Services

## Records & Information Management

**Description:**

Management and maintenance of corporate records and information including entering internal and external correspondence into the data base system, ensuring all critical documents are scanned and attached to the Records System (RecFind), and managing deposits and retrievals from the City's records storage facility.

**Outputs:**

- Entering internal & external correspondence into the data base system as per the classification schedule.
- Ensuring all critical documents are scanned and attached to the records system (RecFind) for easy access and safekeeping. Critical documents include bylaws, minutes, contracts, agreements and reports.
- Records are deposited and retrieved from the City's storage facility, Iron Mountain, on a regular basis.

**Strategic Alignment:**

7.3 Leduc has effective, efficient, secure and best-practice methodologies and infrastructure for managing information and intellectual property

**Business Unit:** Legislative Services

### Support to Quasi-Judicial Boards

**Description:**

Provide support to the Subdivision & Development Appeal Board and the Local & Composite Assessment Review Boards.

**Outputs:**

- Schedule hearings for appellants & complainants.
- Prepare correspondence, advertise and notify residents of applications and hearings.
- Prepare orders, decisions and minutes for the hearings.
- Hearings for development or subdivision appeals must be completed within 30 days of receiving the appeal.

**Strategic Alignment:**

7.5 The City supports adherence to legislative requirements and good government through effective interaction among the public, administration and Council

**Business Unit:** Legislative Services



## Operating Budget Summary - CITY MANAGER &amp; COUNCIL

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Sale of Services	0	7,262	16,275	8,200	7,200	19,048	7,200
Total Revenues	0	7,262	16,275	8,200	7,200	19,048	7,200
<b>Expenditures</b>							
Employee Benefits	133,448	349,435	270,915	341,154	427,890	411,955	411,955
Salaries & Wages	1,050,347	1,773,918	1,610,753	1,844,364	2,105,051	2,041,758	2,041,758
Total Staff Costs	1,183,794	2,123,353	1,881,668	2,185,517	2,532,941	2,453,713	2,453,713
Contract Services	107,528	114,406	143,871	262,800	394,532	429,454	314,840
General Services	494	1,025	459	900	900	950	950
Grants to Organizations	31,445	30,503	28,218	32,500	0	0	0
Materials & Supplies	82,075	172,165	172,028	179,325	186,688	246,704	201,426
Training & Development	100,524	148,270	120,400	143,489	154,224	154,100	155,523
Total Operational Costs	322,065	466,369	464,975	619,014	736,344	831,208	672,739
Total Expenditures	1,505,860	2,589,722	2,346,643	2,804,531	3,269,285	3,284,921	3,126,452
Net of Revenue Over Expenditures	(1,505,860)	(2,582,460)	(2,330,368)	(2,796,331)	(3,262,085)	(3,265,873)	(3,119,252)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(13,000)	42,000	0	(38,500)	(128,500)	(128,500)	(78,500)
Transfers from Reserves	0	0	0	173,093	268,538	226,859	50,000
Total Interfund Transfers	(13,000)	42,000	0	134,593	140,038	98,359	(28,500)
"Net Surplus (Deficit)"	(1,518,860)	(2,540,460)	(2,330,368)	(2,661,738)	(3,122,047)	(3,167,514)	(3,147,752)

## Operating Budget Summary - Mayor

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditures</b>							
Employee Benefits	74,763	5,780	6,057	7,395	8,235	8,235	8,235
Salaries & Wages	5,666	75,874	69,121	77,412	77,412	77,412	77,412
Total Staff Costs	80,429	81,654	75,178	84,808	85,648	85,648	85,648
Materials & Supplies	12,820	11,769	9,867	10,000	13,330	13,800	14,100
Training & Development	15,770	31,722	30,827	25,000	25,000	25,000	25,000
Total Operational Costs	28,590	43,490	40,694	35,000	38,330	38,800	39,100
Total Expenditures	109,018	125,144	115,872	119,808	123,978	124,448	124,748
Net of Revenue Over Expenditures	(109,018)	(125,144)	(115,872)	(119,808)	(123,978)	(124,448)	(124,748)
"Net Surplus (Deficit)"	(109,018)	(125,144)	(115,872)	(119,808)	(123,978)	(124,448)	(124,748)

## Operating Budget Summary - Council

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Sale of Services	0	75	0	0	0	0	0
Total Revenues	0	75	0	0	0	0	0
<b>Expenditures</b>							
Employee Benefits	20,809	21,494	32,346	39,475	44,096	44,096	44,096
Salaries & Wages	215,081	218,149	198,608	222,433	222,433	222,433	222,433
Total Staff Costs	235,890	239,644	230,954	261,908	266,529	266,529	266,529
Grants to Organizations	31,445	30,503	28,218	32,500	0	0	0
Materials & Supplies	53,622	33,845	36,274	50,700	27,000	27,000	27,000
Training & Development	36,448	51,631	40,848	52,000	52,000	52,000	52,000
Total Operational Costs	121,515	115,979	105,340	135,200	79,000	79,000	79,000
Total Expenditures	357,405	355,623	336,293	397,108	345,529	345,529	345,529
Net of Revenue Over Expenditures	(357,405)	(355,548)	(336,293)	(397,108)	(345,529)	(345,529)	(345,529)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(13,000)	(13,000)	0	(13,000)	(13,000)	(13,000)	(13,000)
Transfers from Reserves	0	0	0	20,000	0	0	0
Total Interfund Transfers	(13,000)	(13,000)	0	7,000	(13,000)	(13,000)	(13,000)
"Net Surplus (Deficit)"	(370,405)	(368,548)	(336,293)	(390,108)	(358,529)	(358,529)	(358,529)

## Operating Budget Summary - City Manager

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditures</b>							
Employee Benefits	39,299	36,429	32,595	51,423	57,271	57,271	57,271
Salaries & Wages	379,247	474,445	388,878	470,789	470,789	470,789	470,789
Total Staff Costs	418,545	510,875	421,473	522,211	528,059	528,059	528,059
Contract Services	0	0	0	0	101,707	101,707	0
Materials & Supplies	2,516	3,506	3,965	3,700	3,700	3,700	3,700
Training & Development	29,238	26,313	17,422	23,300	25,590	26,540	26,940
Total Operational Costs	31,754	29,820	21,387	27,000	130,997	131,947	30,640
Total Expenditures	450,299	540,694	442,860	549,211	659,056	660,006	558,699
Net of Revenue Over Expenditures	(450,299)	(540,694)	(442,860)	(549,211)	(659,056)	(660,006)	(558,699)
<b>Net Interfund Transfers</b>							
Transfers from Reserves	0	0	0	0	101,707	101,707	0
Total Interfund Transfers	0	0	0	0	101,707	101,707	0
"Net Surplus (Deficit)"	(450,299)	(540,694)	(442,860)	(549,211)	(557,349)	(558,299)	(558,699)

## Operating Budget Summary - Intergovernmental Affairs & Corporate Planning

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditures</b>							
Employee Benefits	19,334	44,820	49,412	69,356	101,992	86,057	86,057
Salaries & Wages	100,411	211,488	254,848	302,548	417,311	354,017	354,017
Total Staff Costs	119,744	256,308	304,260	371,905	519,302	440,074	440,074
Contract Services	26,278	1,448	12,776	60,000	50,000	60,000	70,000
Materials & Supplies	3,781	2,574	3,347	3,675	8,700	8,940	12,845
Training & Development	6,381	14,824	12,634	17,150	22,975	20,060	20,550
Total Operational Costs	36,441	18,846	28,757	80,825	81,675	89,000	103,395
Total Expenditures	156,185	275,153	333,016	452,730	600,977	529,074	543,469
Net of Revenue Over Expenditures	(156,185)	(275,153)	(333,016)	(452,730)	(600,977)	(529,074)	(543,469)
<b>Net Interfund Transfers</b>							
Transfers from Reserves	0	0	0	103,093	104,831	0	0
Total Interfund Transfers	0	0	0	103,093	104,831	0	0
"Net Surplus (Deficit)"	(156,185)	(275,153)	(333,016)	(349,637)	(496,146)	(529,074)	(543,469)

## Operating Budget Summary - Legal Services

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditures</b>							
Employee Benefits	48,220	141,879	62,013	71,110	74,271	74,271	74,271
Salaries & Wages	280,846	318,764	312,534	316,507	327,109	327,109	327,109
Total Staff Costs	329,066	460,644	374,547	387,617	401,380	401,380	401,380
Contract Services	81,250	99,658	114,900	187,000	190,000	195,000	195,000
General Services	494	1,025	459	900	900	950	950
Materials & Supplies	9,455	9,440	8,326	8,950	9,000	9,045	9,175
Training & Development	12,687	15,537	14,133	16,030	14,110	16,275	16,580
Total Operational Costs	103,885	125,660	137,818	212,880	214,010	221,270	221,705
Total Expenditures	432,951	586,304	512,365	600,497	615,390	622,650	623,085
Net of Revenue Over Expenditures	(432,951)	(586,304)	(512,365)	(600,497)	(615,390)	(622,650)	(623,085)
<b>Net Interfund Transfers</b>							
Transfers from Reserves	0	0	0	50,000	50,000	50,000	50,000
Total Interfund Transfers	0	0	0	50,000	50,000	50,000	50,000
"Net Surplus (Deficit)"	(432,951)	(586,304)	(512,365)	(550,497)	(565,390)	(572,650)	(573,085)

## Operating Budget Summary - Office of the City Clerk

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Sale of Services	17,742	7,187	16,275	8,200	7,200	19,048	7,200
Total Revenues	17,742	7,187	16,275	8,200	7,200	19,048	7,200
<b>Expenditures</b>							
Employee Benefits	97,628	99,033	109,003	124,445	142,025	142,025	142,025
Salaries & Wages	470,283	475,197	477,281	556,048	589,997	589,997	589,997
Total Staff Costs	567,911	574,230	586,285	680,494	732,022	732,022	732,022
Contract Services	54,712	13,300	16,196	25,800	52,825	72,747	49,840
Materials & Supplies	104,660	111,031	112,092	103,950	124,958	184,219	134,606
Training & Development	11,419	8,243	9,199	12,859	14,549	14,225	14,453
Total Operational Costs	170,791	132,575	137,487	142,609	192,332	271,191	198,899
Total Expenditures	738,703	706,804	723,771	823,103	924,354	1,003,213	930,921
Net of Revenue Over Expenditures	(720,961)	(699,617)	(707,496)	(814,903)	(917,154)	(984,165)	(923,721)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(110,000)	55,000	0	(25,500)	(115,500)	(115,500)	(65,500)
Transfers from Reserves	47,378	0	0	0	12,000	75,152	0
Total Interfund Transfers	(62,622)	55,000	0	(25,500)	(103,500)	(40,348)	(65,500)
"Net Surplus (Deficit)"	(783,583)	(644,617)	(707,496)	(840,403)	(1,020,654)	(1,024,513)	(989,221)

# CITY OF LEDUC 2016 - 2025 CAPITAL AND ONE TIME PROJECT EXPENDITURES

Project	Rank	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total Cost
<b>Necessary Projects (Color Code: GREEN)</b>												
<b>City Manager &amp; Council</b>												
092.361 Business Management Software (CAMMS)	g	25,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
092.370 Meeting Management Software	g	0	40,000	0	40,000	0	0	0	0	0	0	80,000
		<u>25,000</u>	<u>55,000</u>	<u>10,000</u>	<u>50,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>200,000</u>
<b>Total Necessary Projects (Color Code: GREEN)</b>		<b><u>25,000</u></b>	<b><u>55,000</u></b>	<b><u>10,000</u></b>	<b><u>50,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>200,000</u></b>
<b>Total Projects</b>		<b><u>25,000</u></b>	<b><u>55,000</u></b>	<b><u>10,000</u></b>	<b><u>50,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>200,000</u></b>

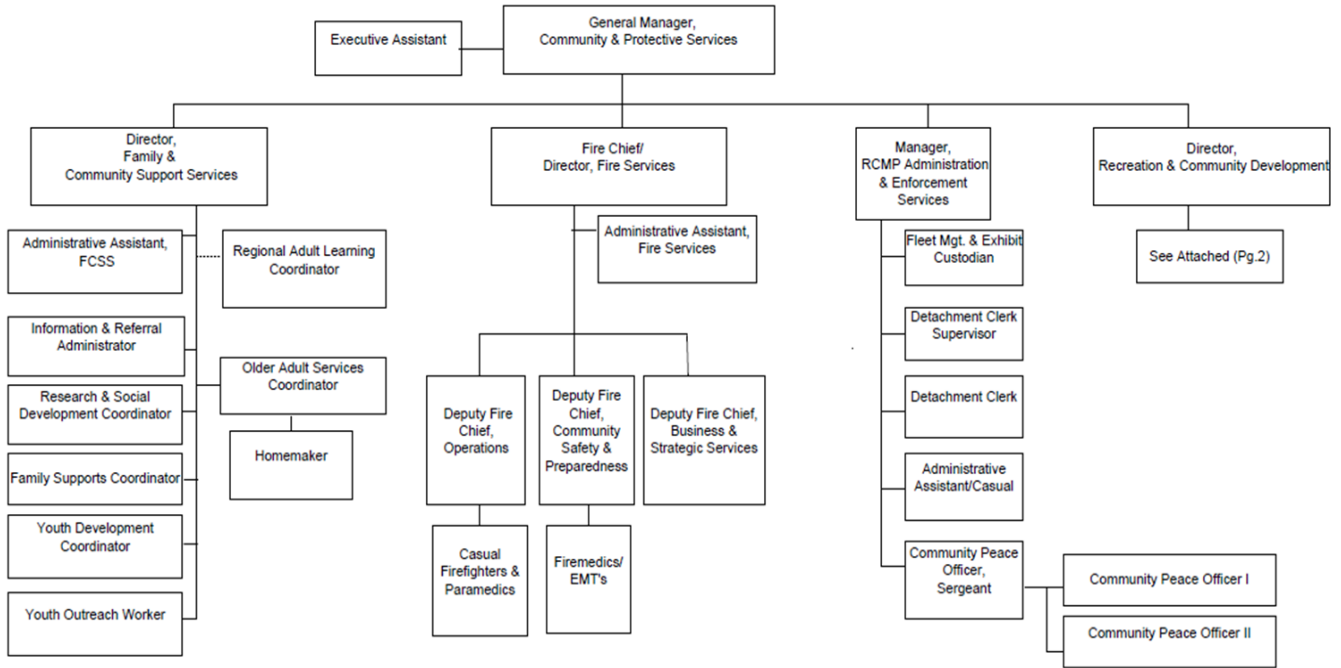


# Community & Protective Services

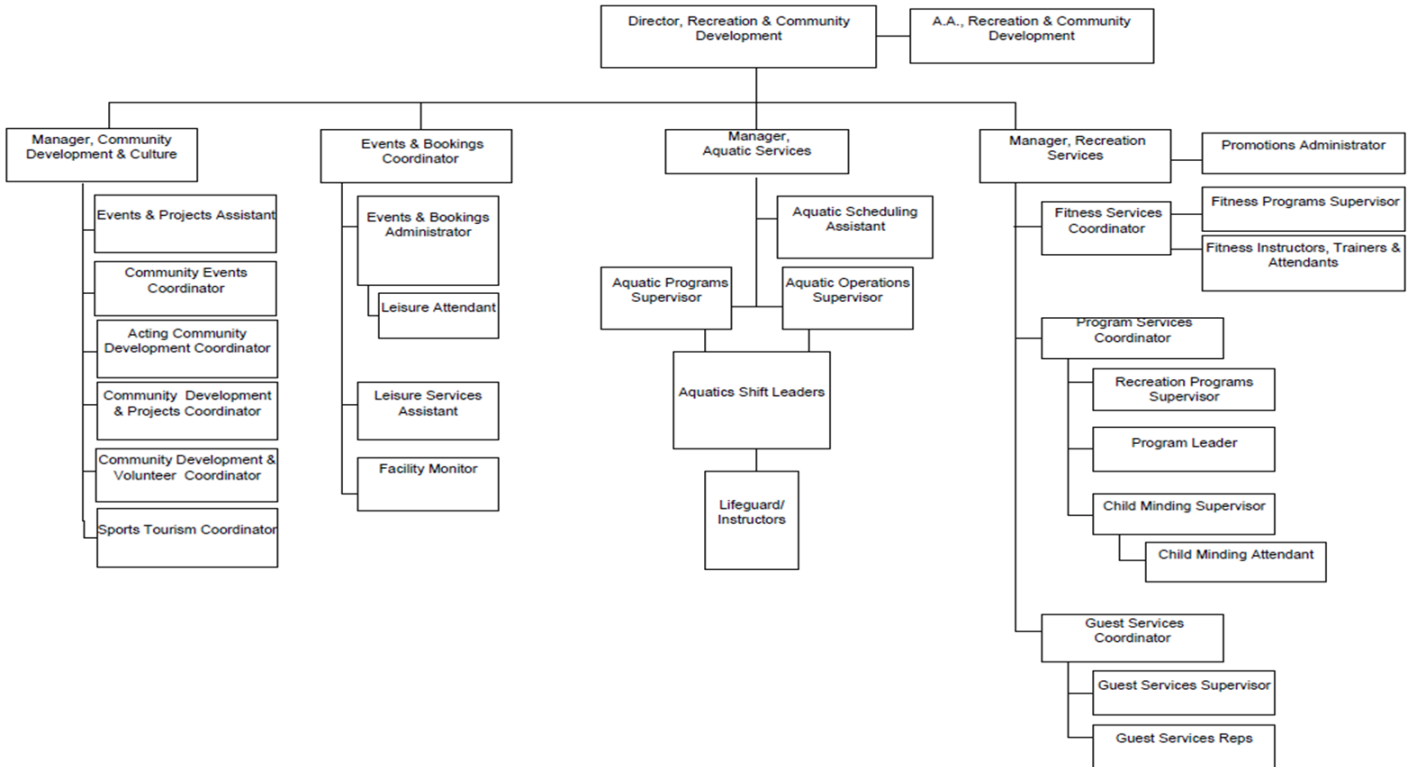
2016 Operational Plan



**Community and Protective Services (Pg.1)**  
**Organizational Chart**



**Community and Protective Services (Pg. 2)**  
**Organizational Chart**



Metrics	Fire Services	LRC	FCSS	Community Development	Enforcement	Executive CPS Administration	Departmental Total
Staff – Full Time Equivalent (FTE) *	55.2	47.9	10.8	14.2	24.0	2.0	154.0
Total Revenue	\$3,565,989	\$4,403,100	\$724,076	\$799,820	\$3,369,996	\$0	\$12,862,981
Total Expenditures	\$8,577,387	\$3,857,692	\$1,282,463	\$2,101,284	\$7,528,714	\$319,031	\$23,666,571
Net of Revenue Over Expenditures	(\$5,011,398)	\$545,408	(\$558,387)	(\$1,301,464)	(\$4,158,718)	(\$319,031)	(\$10,803,590)
Total Interfund Transfers	(\$165,472)	\$0	(\$13,500)	(\$750,594)	(\$264,600)	\$0	(\$1,194,166)
Net Surplus (Deficit)	(\$5,176,870)	\$545,408	(\$571,887)	(\$2,052,058)	(\$4,423,318)	(\$319,031)	(\$11,997,756)
Capital Budget	\$425,000	\$587,000	\$5,000	\$2,942,000	\$55,855	\$0	\$4,014,855

\* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.

## Community and Protective Services Department Scope of Services

Community and Protective Services Department is made up of four functional units as depicted in the above operations chart.

The scope of services is described as:

- **Fire Services** provides fire, ambulance and rescue services as well as public education and awareness programs for the City of Leduc and surrounding areas of Leduc County. Response is provided to emergency events including fires, medical events, and hazardous materials events along with pre incident planning, emergency preparedness and Fire Safety Code inspections.
- **Recreation and Community Development** provides recreation services including aquatics, fitness, community recreation programs and amenities at the Leduc Recreation Centre (LRC), coordinates special event opportunities for residents and bookings of civic facilities. The business unit also plans parks, recreation, multiway and culture facility improvements and supports based recreation, arts and culture organizations that provide opportunities for active, healthy lifestyles for Leduc residents.
- **Family and Community Support Services (FCSS)** provides services, through partnerships and collaboration, based on identified needs and priorities to build the capacity to enhance, strengthen and support the well-being of individuals, families and the community.
- **Enforcement Services** is provided through a collaborative partnership between the Leduc Enforcement Services and the Royal Canadian Mounted Police, and provides “safe homes, safe communities” through education, consultation, enforcement, investigation and awareness.

# Community and Protective Services

## Service Profiles for 2016

### Emergency Management Program

#### Emergency Management

**Description:**

Maintain the Municipal Emergency Plan as required by the Emergency Management Act. Coordination of business resumption planning for all City departments. Management of the Capital Region Emergency Preparedness Partners (CREPP).

**Outputs:**

- Maintain the Municipal Emergency Plan as required by the Emergency Management Act.
- Coordinate the activities of the City of Leduc Emergency Management Team in:
  - Emergency response
  - Major event planning
- Emergency management and corporate training
- Business Resumption Planning in City Departments

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Emergency Management Program

#### Emergency Social Services

**Description:**

Research, planning, implementation and awareness of Emergency Social Services for the City of Leduc, contributing to the preparedness of the City of Leduc for disaster and/or emergency.

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Emergency Management Program

### Family and Community Support Services

#### Community Development

**Description:**

Working with staff, residents and other stakeholders to address potential gaps and partnership opportunities that build community connections and sense of belonging that have a social preventative focus.

**Outputs:**

- # of community initiatives for newcomers
- # of community initiative participants for newcomers
- # of partnership projects
- # of partnership project participants
- % of participants reporting positive change

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Family and Community Support Services

**Community Education****Description:**

Delivery of various workshops and presentations addressing identified needs to increase awareness and education to target audiences.

**Outputs:**

- # of community initiatives
- # of community initiative participants
- # of partnership projects
- # of partnership project participants

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Family and Community Support Services

**Community Support****Description:**

One on one outreach services provided to target residents in need, such as youth, seniors, families, etc. Also includes Information and Referral services.

**Outputs:**

- # of internal referrals
- # of external referrals
- # of individuals served
- # of families served
- # of family violence disclosures
- # of family violence screenings
- # of walk-in clients
- # of phone calls providing support
- # of emails providing support

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Family and Community Support Services

**Management Services****Description:**

Management of contracts/agreements, grants received, volunteers, and program evaluation. Includes operational capacity.

**Outputs:**

- # of initiatives / programs reporting successful outcomes
- # of volunteers
- # of volunteer hours
- # of internal and community meetings

### **Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Family and Community Support Services

## Fire Services

### Management of Fire Services

#### **Description:**

General management activities that support the delivery of fire services.

#### **Outputs:**

- Some activities that require particular resources and attention include:
- Negotiation and implementation of the IAFF Collective Agreement.
- Management of Joint Emergency Services Planning Working Group to ensure the long term viability of regional planning processes.
- Management of risk and addressing public service complaints.
- Policy development.
- Improved integration of Fire Services efforts with surrounding municipalities.
- Meeting operational and reporting requirements of the Alberta Health Services contract.

#### **Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Business and Strategic Services

### Training

#### **Description:**

Development and maintenance of skills necessary for the safe and effective delivery of the services and functions identified in this Council Policy.

#### **Outputs:**

- Annual Recruit Class - basic training
- Maintenance of job performance requirements for firefighters
- Maintenance of medical control protocols for EMS staff
- Maintenance of EMS training
- Officer development program
- Safety codes officer training
- Senior leadership training
- Blue card command training and re-certification

#### **Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Business and Strategic Services

### Prevention and Inspection

#### **Description:**

Proactive measures to decrease incidents for all citizens, including public education and awareness, enforcement of the Alberta Fire Code, inspection of buildings, construction fire safety compliance, and

investigations of fires in accordance with the City's approved Fire Safety Codes Quality Management Plan.

**Outputs:**

- Public education and awareness programs including but not restricted to:
  - PARTY Program
  - Fire Prevention Week
  - Risk Watch Injury Reduction Program
  - School Tours
  - Seniors programs
  - Community open houses
  - Public Access to Defibrillation (PAD)
  - Seasonal campaigns
- In accordance with the City Council approved Quality Management Plan, Fire Services provides the following services:
  - Enforcement of the Alberta Fire Code,
  - Inspection of buildings
  - Construction fire safety compliance
  - Investigation of fires for cause, origin and circumstances
- Participate in the review of all development related plans and processes to ensure that fire and emergency management considerations are addressed in new communities and developments, including but not limited to:
  - Municipal Development Plan
  - Area Structure Plans
  - Subdivision Applications
  - Development and Building Permit applications
- Review engineering standards as they pertain to fire protection systems and access to neighborhoods.
- Review building plans for Group A, B, multi-unit C, D, E and F occupancies for fire protection elements.
- Coordinate with building inspectors, the inspection of all new Groups A, B, multi-unit C, D, E and F occupancies as a part of the compliance program and final occupancy inspection processes.

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Community & Emergency Preparedness

## Emergency Medical Services

**Description:**

Provide ambulance response to medical emergencies under the terms of the City of Leduc contract with Alberta Health Services.

**Outputs:**

- Respond to ambulance calls at the advanced life support level, as required by AHS.

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Operations

## Fire Suppression

### **Description:**

Suppression and safe control of structural, vehicular and wild land fires in the City of Leduc.

### **Outputs:**

Suppression and safe control of structural, vehicular and wild land fires in the City of Leduc.

- Services delivered at the NFPA 1001 Professional Qualification for Firefighter-Level 2:
  - Pre-emergency planning to the NFPA 1021 Standard for Fire Officer Professional Qualifications.
  - Full fire suppression activities in Groups A, B, C, D, E and F-3 occupancies including both offensive and defensive structural fire operations, rescue of persons and preservation of property.
  - Fire suppression activities in F-1 and F-2 Industrial occupancies will be restricted to defensive operations and exposure protection, unless otherwise specified in fire preplanning assessments.
  - Fire suppression of vehicle fires, not involving significant amounts of hazardous materials (See Hazardous Materials Response service level). Where a vehicle is transporting significant amounts of hazardous materials, suppression efforts will be restricted to those necessary to protect exposures, without exposure of firefighters to those hazardous materials.
  - Full wildland/urban interface firefighting services.
  - Customer Stabilization following fire and other emergency incidents.

Medical co-response utilizing firefighting crews and apparatus delivered at the following service level:

- Basic Life Support
- Advanced Life Support where qualified staff is available (preferred)

### **Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Operations

## Hazardous Materials Response

### **Description:**

Provide services to the NFPA 472 Standard for Competence of Responders to Hazardous Materials - initial response, assessment, containment and mitigation of hazardous materials emergencies as it pertains to the specified services listed below.

### **Outputs:**

- Response to these events will be limited to:
  - Observation and evaluation
  - Securing of the site perimeter
  - Evacuation of persons outside the “hot zone”
  - Control of hydrocarbon leaks or spills
- All other hazardous materials events will be managed using competent third party service providers

### **Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Operations

## Other Services and Authorities

### **Description:**

Interagency responses and programs.



**Outputs:**

- Public service complaints, including:
- Fire pit complaints
- Alarms
- Unknown odours
- Unsightly premises
- Issuance of open air fire and burning permits
- Issuance of fire bans within the City of Leduc
- Mutual and Automatic Aid Responses as per Council approved agreements

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Operations

## Rescue

**Description:**

Provide services to the NFPA 1006 Standard for Technical Rescuer Professional Qualifications, 2008 Edition as it pertains to the specified services listed in this policy.

**Outputs:**

Vehicle and Machinery Rescue:

- Incident command
- Patient care in support of ambulance operations
- Extrication from motor vehicle collisions
- Scene stabilization
- Traffic control
- Road surface cleanup
- Fluids control and containment (in compliance with Hazardous Materials service levels)

Water rescue:

- Surface still-water rescue
- Support to underwater rescue and recovery operations

Ice rescue:

- Surface ice rescue
- Support to under-ice rescue and recovery operations

Rope Rescue:

- Low angle and slope rescue operations only
- All high angle rope rescues will be performed by competent third party service providers.

Confined space rescue:

- Site security
- Incident command
- All confined space rescues will be performed by competent third party service providers

Trench rescue:

- Site security
- Incident command
- All trench rescue operations will be performed by competent third party service providers.

Building Collapse:

- Site security
- Incident command
- Rescue operations in wood frame structures

- Complex building collapse operations will be performed in concert with competent third party service providers.

Elevator Rescue to NFPA 1001 Professional Qualification for Firefighters

**Strategic Alignment:**

**2.5 Leduc is a safe community with effective and responsive services that protect people and property**

**Business Unit:** Operations

## Leduc Enforcement Services

### Administration Services

**Description:**

Administration support to the CPO and RCMP functions includes court support, public service, data entry and shift support.

**Outputs:**

- Increase effectiveness of CPO and RCMP members
- # of total files
- # of court files
- # of Canadian Police Information Centre entries
- # of LES traffic tickets entered into the system
- Support/attend meetings for Leduc Enforcement Services, Community Safety Advisory Committee, Protective Services Building-OH&S, etc.
- # of phone contacts for service and information

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Enforcement Services

### Enforcement Services Activity

**Description:**

Provide enforcement services within the scope of the Community Peace Officer Program including traffic enforcement, bike patrols, municipal bylaw enforcement and community initiatives.

**Outputs:**

- Five officer-violator contacts
- # of calls for service
- # of Joint Force Operations
- # of self-generated calls
- # of community initiatives

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Enforcement Services

### Enforcement Services Education

**Description:**

Provide educational opportunities to increase and promote safety in the community.

**Outputs:**

- # of participants in Bike Festival

- # of campaigns on targeted enforcement Education Campaigns
- School Liaison

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Enforcement Services

### Community Safety

**Description:**

Provide education programming and initiatives that focus on community safety.

**Outputs:**

- Communication with community and stakeholders
- Bar Walks Through
- Bike Patrols
- Domestic Violence Presentations

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** RCMP

### Traffic Safety

**Description:**

Includes initiatives and enforcement related to high risk behaviour and impaired driving.

**Outputs:**

- Traffic blitzed that focus on impaired driving
- Increase enforcement with a focus on risky driving behaviours including distracted driving, intersection safety and stunting.

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** RCMP

### RCMP Administration Services

**Description:**

Administration support to the policing function.

**Outputs:**

- Court support Public Services Shift Support
- Total # of files annually
- # of criminal record checks
- # of exhibits processed
- # of vehicle repairs/service
- # of fingerprint/live scans

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** RCMP Administration

# Recreation and Community Development

## Aquatic Facility Allocation

### **Description:**

Management of all aquatic use, user groups, programming, fitness, and spontaneous use.

### **Outputs:**

- Fair allocation of space to City programs, public, and user groups
- Stakeholder engagement
- Programming that meets community needs
- Development and ongoing review of the facility allocation strategy

### **Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Aquatic Services

## Aquatic Facility Operations

### **Description:**

Overall management of aquatic assets (indoors and outdoors) including mechanical, water chemistry, first aid and lifeguarding services.

### **Outputs:**

For the indoor aquatic centre, outdoor pool and spray park, provide:

- balanced water chemistry
- excellent water quality & clarity
- increased life span of all equipment
- response to all major first aid emergencies at the LRC and Outdoor Pool
- 143,000+ spontaneous use visits (indoor pool)

### **Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Aquatic Services

## Aquatic Programs

### **Description:**

Management of all aquatic programs including public and school learn to swim lessons, aquatic leadership, specialty programming, as well as drop-in and registered aquatic fitness programs.

### **Outputs:**

- Deliver high quality learn to swim lessons
- Deliver high quality aquatic fitness programs
- Deliver high quality leadership courses and training
- Provide options for adapted aquatics
- Produce aquatic content for City Guide
- 3,000+ public registrants
- 1,200+ school (student) registrants
- 30,000+ public lessons attended
- 8,000+ school lessons
- 15,000+ drop-in aquatic fitness visits
- Generate approx. \$200,000 in program revenue

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Aquatic Services

## Bookings, Rentals & Scheduling

**Description:**

Coordination of all aquatic bookings, related staff resourcing, customer relationship management, and related contract and invoice administration.

**Outputs:**

- \$12,000 in revenue from seasonal user groups
- \$9,000 in revenue from group bookings & rec swims
- 38,000+ hours of scheduled staffing (45 to 55 staff on average)

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Aquatic Services

## Maintenance and Cleaning

**Description:**

Performing custodial duties, minor maintenance and other miscellaneous duties in order to ensure the aquatic centre, outdoor pool and spray park are maintained in a healthy, safe and sanitary manner.

**Outputs:**

- Clean facility
- Equipment & facility maintained in good working condition
- Lowered risk of infection/illness contracted at our facilities
- Annual facility shutdown to address significant projects
- Working in partnership with Facility & Property Services

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Aquatic Services

## Quality Assurance and Customer Service

**Description:**

Provide customer service support at aquatic facilities by being knowledgeable about all services offered within the facility, identifying safety risks & behaviours prior to these becoming an emergency, interacting with patrons in a friendly, outgoing manner, and implementing corrective action as needed in order to ensure that an excellent standard of service and a high level of customer satisfaction is maintained.

**Outputs:**

- Best aquatic experience
- High customer satisfaction
- Public understanding of pool rules, policies & procedures as well as general water safety
- Safe aquatic environment

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Aquatic Services

**City Organized Cultural Events & Event Development****Description:**

Plan, Coordinate and evaluate from 6-11 special events/festivals annually for residents of the City of Leduc. To Provide and support events that will attract in excess of 20,000 people annually. To focus on community events and initiatives where the City of Leduc can assist or act as a partner. To be a leader in the promotion and development of community events that engage the residents of Leduc

**Outputs:**

- Snow Festival - Family Day (Feb)
- Community Information and Registration Day (March, September)
- Volunteer Recognition Evening (April)
- Canadian Tire Jumpstart Day (May)
- Black Gold Rodeo Parade (May/June)
- Canada Day Celebrations (July 1)
- Canada Day Parade (July 1)
- Rock the Rails (August)
- Party in the Park (September)
- Culture Days (September)
- Santa Claus Parade (November)

**Strategic Alignment:**

2.7 Leduc supports local arts and cultural programming and celebrates our talented and dedicated citizens

**Business Unit:** Community Development and Culture - Arts, Culture & Special Events

**Heritage, Performing Arts & Culture Development****Description:**

Enhancement and promotion of local arts, culture and heritage programming and facilities.

**Outputs:**

- Ongoing liaison with arts, culture & heritage groups:
  - MacLab Centre for the Performing Arts
  - Dr. Woods House Museum
  - Alberta Legacy Development Society (Grain Elevator)
  - Stageworks Centre for the Performing Arts
- Management of the Public Arts Program
  - Arts Selection Committee coordination
  - Unveiling of 1-2 public art projects annually
  - Coordination of art displays

**Strategic Alignment:**

2.7 Leduc supports local arts and cultural programming and celebrates our talented and dedicated citizens

**Business Unit:** Community Development and Culture - Arts, Culture & Special Events

## Community Development Projects

### **Description:**

Planning and implementation of community partnership projects such as the rodeo community storage building, rugby clubhouse, outdoor rink, new school athletic fields and playgrounds, Alberta Summer Games Committee and Communities in Bloom.

### **Outputs:**

- Regular contact and a full report at the end of each project in partnership with the community association
- Communities in Bloom
  - Maintain 5 bloom standing on an annual basis
  - Good Growing Neighbours
- Playground Development
- Recreational facility planning and development
- Develop 2016 Alberta Summer Games Facilities

### **Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Community Development and Culture - Parks Enhancement

## Multiway Development

### **Description:**

Planning and development of multiway trails throughout Leduc excluding Telford Lake area.

### **Outputs:**

- Building multiways to allow for all residents to be within 400m of the multiway, park, open space or trail system
- Multiway planning and development
- Developer Area Structure Plan review

### **Strategic Alignment:**

3.4 The City of Leduc promotes safe and efficient movement of people and goods by investing in a balanced transportation system offering choice among mobility options

**Business Unit:** Community Development and Culture - Parks Enhancement

## Parks, Open Spaces & Trails Development

### **Description:**

Planning and development of parks, playgrounds and trails though out Leduc.

### **Outputs:**

- Neighbourhood / Regional Park Development Plans
- City-owned Playground Development

### **Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Community Development and Culture - Parks Enhancement

## Telford Lake Development

### **Description:**

Rowing venue, North Telford recreational lands and multiway development in and around the Telford Lake.

**Outputs:**

- Continued development of Telford Lake as per the Telford Lake Master Plan
- Implement North Telford Recreational Lands Development Plan
- Continued investment and development of multiway around Telford Lake

**Strategic Alignment:**

1.3 Plan and construct Phase 1 of the North Telford Park developments by 2017

**Business Unit:** Community Development and Culture - Parks Enhancement

## Community Development Recreational Programs and Events

**Description:**

Planning and organization of recreational programs (Learn to Skate, Playin' in the Park, Active Community Strategies) and events (June is Parks and Rec Month, Go Skateboarding Day, Winter Walk Day, Triathlon).

**Outputs:**

- Coordinate programs that celebrate recreation within the community.
- Play is part of the healthy active lifestyle that Leduc promotes
- All of our programs encourage residents to get outside and get active

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Community Development and Culture - Recreation Development

## Community Development/User Group Support

**Description:**

Development of long term funding and community use agreements with organizations that operate within City facilities or on lands and/or provide an essential service to the citizens of Leduc.

**Outputs:**

- Provide grant writing support
- Liaising and providing consultative services to over 120 community groups
- CFEP & CIP grant tracking

**Strategic Alignment:**

5.1 Strengthen relationships with key stakeholders in the Leduc region, including Leduc County, the Capital region, the City of Edmonton, school boards, EIA and other stakeholders

**Business Unit:** Community Development and Culture - Recreation Development

## Municipal Grants

**Description:**

Ongoing administration of the municipal grant program that provides financial support through Grants to Organizations (GTO), Event Hosting Grants and Travel Grants.

**Outputs:**

- Coordinate annual Grants to Organizations
- Coordinate grant review process
- Coordinate and processing of Municipal Grant Requests

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Community Development and Culture - Recreation Development



## Sports Hall of Fame

### **Description:**

Sports Hall of Fame program development including nomination and induction process.

### **Outputs:**

- Evaluation of best practices from other communities and develop a tech-mation savvy display in both the LRC and City Hall that celebrates our greatest assets – our people.
- Identification and development of a display and system that the general public can enjoy in the LRC and City Hall.

### **Strategic Alignment:**

2.7 Leduc supports local arts and cultural programming and celebrates our talented and dedicated citizens

**Business Unit:** Community Development and Culture - Recreation Development

## Building Capacity for Successful Bids

### **Description:**

The City of Leduc promotes healthy active lifestyles through assistance of many not for profit sporting and service groups in the pursuit of the well-being of all residents. Through grants to organizations, municipal grants and sport development grants (sport tourism) the City is a leader in the development of groups and organizations that promote the hosting of events and make the City of Leduc a sport destination.

### **Outputs:**

- Building Capacity through providing assistance with all community groups
- Providing assistance to community groups wishing to bid on championships
- Preparing bids for future events
- Linking and coordinating the pursuit of events to shoulder seasons in the Leduc facility market
- Pursuit of one provincial event annually, one Western Canadian Event annually and one Canadian Championship annually
- Investigation of a Games bid at least every ten years

### **Strategic Alignment:**

4.6 The City of Leduc supports and promotes sports, recreation, heritage, arts, cultural, educational and event tourism activities and facilities in the region

**Business Unit:** Community Development and Culture - Sport Tourism

## Sports Tourism Promotion

### **Description:**

Overall management of the Sport Tourism initiative including promotion, investigation, coordination and hands on presentation and relationships with potential sports and local organizing groups.

### **Outputs:**

- Implement the Sport Tourism Master Plan
- Coordinate and administer the Sport Development Grant annually for events and events needing financial assistance

### **Strategic Alignment:**

4.6 The City of Leduc supports and promotes sports, recreation, heritage, arts, cultural, educational and event tourism activities and facilities in the region

**Business Unit:** Community Development and Culture - Sport Tourism

## Board Development

### **Description:**

Board development workshops and learning sessions, and advisory support for community groups.

**Outputs:**

- Annual partnerships with regional municipalities and local organizations to offer opportunities on board development and organizational funding
- Minimum 3 annual board development learning opportunities or workshops to build capacity and strength within volunteer groups
- Assist community groups in obtaining new volunteers
- Providing volunteer opportunities for new Canadians

**Strategic Alignment:**

5.1 Strengthen relationships with key stakeholders in the Leduc region, including Leduc County, the Capital region, the City of Edmonton, school boards, EIA and other stakeholders

**Business Unit:** Community Development and Culture - Volunteer Development

## Volunteer Leduc

**Description:**

Management of website and database content, and marketing and promotion of volunteer opportunities.

**Outputs:**

- Volunteer Leduc Database Management
  - 450+ registered volunteers
- Volunteer Leduc website management
- Volunteer Management
- Administrate Volunteer Management and Recognition Awards
- Volunteer recognition
- Rave Program coordination
- Annual coordination of Citizen Recognition

**Strategic Alignment:**

2.7 Leduc supports local arts and cultural programming and celebrates our talented and dedicated citizens

**Business Unit:** Community Development and Culture - Volunteer Development

## Booking & Community Development Allocation of Indoor Municipal Amenities, City Sport Fields, Parks and Open Spaces

**Description:**

Scheduling of indoor municipal buildings and outdoor sport fields, parks and open spaces for community users and organizations, lease holders, sponsors, programs, services, members, and City department needs in a fair and equitable manner; optimize revenue while providing effective and efficient scheduling, management and understanding of use to minimize operational expenses and resources.

**Outputs:**

- Facilities include:
  - Arenas & Arena Pads - four (4)
  - Indoor Soccer Field - one (1)
  - Indoor Courts - three (3)
  - Curling Pad – one (1)
  - Leduc Recreation Centre Corridors
  - Meeting Rooms - nine (9)
  - Civic Centre Atrium
  - Kinsmen Hall/Meeting - one (1)
  - Stageworks Rehearsal Hall – one (1)

- Outdoor Soccer Fields - twenty (20)
- Ball Diamonds - fifteen (15)
- Football Field - four (4)
- Parks & Picnic Sites - seven (7)
- Rugby Fields - two (2)
- City Boulevards, Roads & Parking Lots
- Liaise, consult and communicate with City of Leduc, County of Leduc members, organizations, community groups and businesses (regular organized groups. business approximate 120)

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Events and Bookings

## Event Facilitation

**Description:**

- Event coordination and implementation of special events.
- Inquiries, quotes, sales, LRC tours, business development, bids and packages.
- Interdepartmental cooperation is essential especially with Facilities (Arenas and Custodial), Corporate Services (Marketing, Communications and IT), as well as Public Works (Grounds and Parking lots).

**Outputs:**

- Benchmark 90+ indoor events, often multi event coordination and use of amenities. Outdoor events include May 1 - October 1, 30+ sporting events. Range of events and activities include banquets, agriculture activities, indoor and outdoor sporting events, fundraisers, trade shows, conferences, seminars.
- Provide expert advice, recommendations and details for event success. Management and communication of permit, licensing requirements, AHS, bylaw, enforcement services communication, safety plans, infrastructure, contracted services, staff resources, marketing, staff awareness and budget.

**Strategic Alignment:**

2.7 Leduc supports local arts and cultural programming and celebrates our talented and dedicated citizens

**Business Unit:** Events & Bookings

## LRC Facility Monitoring

**Description:**

Ensure patron use of facilities are in line with LRC guidelines, policies and practices outlined to provide a safe and positive environment minimizing loss, damages, injuries and complaints during high volume use and events.

**Outputs:**

- Continuous monitoring of the facility.

**Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Business Unit:** Events & Bookings

## Spontaneous Recreation

### **Description:**

Management of drop-in programs for arenas and field houses, ensuring high quality and accessible recreation opportunities to promote a healthy and active community that effectively meets the current and future needs of citizens. Monitor trends and develop new activities as determined necessary.

### **Outputs:**

- Field House Spontaneous Hours - 4,183
- Arenas Spontaneous Hours - Total 3,680 (Fall/winter) 2,652
- Public Skating Hours - Spring Ice 747, Summer Ice 280
- Kukabunga Jungle Spontaneous Hours - 3,979

### **Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Events and Bookings - Leisure Services

## Building Safety and Security

### **Description:**

Record, investigate and resolve all facility and patron incidents.

### **Outputs:**

- Risk mitigation
- Theft prevention strategy development and implementation (facility enhancements, as required) Ongoing initiative aimed at education of staff, creating awareness, improving safety within the LRC
- Recording and reporting of all documentation of incident
- Incident reports
- Follow up on customer concerns

### **Strategic Alignment:**

2.5 Leduc is a safe community with effective and responsive services that protect people and property

**Unit:** Recreation and Community Development

## Recreation Cost Sharing

### **Description:**

Enhance relationship/partnership with regional stakeholder in joint projects

### **Outputs:**

- Annual cost sharing report provision with Leduc County

### **Strategic Alignment:**

5.5 Support the delivery of quality and cost effective regional services

**Business Unit:** Recreation and Community Development

## Operations of the LRC

### **Description:**

Management of strategic priorities, operational and capital plans for the LRC. Membership campaigns, program information, website.

### **Outputs:**

- Life cycle management
- Revenue increase through membership campaign strategies
- Membership Cost recovery
- Member satisfaction surveys

- Member retention

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Recreation and Community Development

## Operating Budget Summary - COMMUNITY &amp; PROTECTIVE SERVICES

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Enforcement Services	1,299,184	1,560,235	1,196,449	1,330,350	2,226,000	2,327,000	2,429,000
Government Transfers	4,165,331	4,528,539	4,794,165	4,366,472	4,595,568	4,652,768	4,728,927
Other Income	435,400	526,100	300,100	210,000	353,980	376,120	398,260
Rent Revenue	1,611,923	1,757,332	1,582,334	1,726,314	1,714,575	1,755,712	1,780,441
Sale of Services	4,486,959	4,055,103	3,576,226	4,057,654	3,972,858	4,041,612	4,052,817
<b>Total Revenues</b>	<b>11,998,797</b>	<b>12,427,309</b>	<b>11,449,274</b>	<b>11,690,790</b>	<b>12,862,981</b>	<b>13,153,212</b>	<b>13,389,445</b>
<b>Expenditures</b>							
Employee Benefits	1,652,144	1,752,976	1,836,890	2,069,989	2,506,449	2,559,490	2,588,746
Salaries & Wages	9,952,011	10,269,199	9,851,071	11,930,466	12,479,319	12,632,932	12,559,929
<b>Total Staff Costs</b>	<b>11,604,155</b>	<b>12,022,175</b>	<b>11,687,961</b>	<b>14,000,455</b>	<b>14,985,768</b>	<b>15,192,422</b>	<b>15,148,675</b>
Bank Charges & Interest	74,350	117,007	53,103	85,000	89,212	90,926	92,762
Contract Services	4,532,976	4,666,987	4,054,335	5,623,547	5,974,624	6,078,365	6,229,016
General Services	123,023	132,056	112,077	148,189	127,850	130,350	132,850
Grants to Organizations	217,500	170,000	180,000	180,000	222,500	222,500	222,500
Inter-Divisional Expenses	280,198	242,689	0	332,370	351,000	351,000	351,000
Interest on Long Term Debt	33,564	30,305	13,963	27,059	23,519	19,827	15,976
Materials & Supplies	1,032,185	1,049,513	939,400	1,180,930	1,301,147	1,236,762	1,217,928
Repairs & Maintenance	98,506	100,399	78,586	112,150	139,521	177,083	179,824
Telephone & Communications	9,293	7,587	24,039	39,460	34,985	35,684	36,434
Training & Development	280,213	335,537	328,196	406,918	416,445	445,259	432,940
Utilities - expense	0	0	0	32,000	0	0	0
<b>Total Operational Costs</b>	<b>6,681,809</b>	<b>6,852,080</b>	<b>5,783,699</b>	<b>8,167,623</b>	<b>8,680,803</b>	<b>8,787,756</b>	<b>8,911,230</b>
<b>Total Expenditures</b>	<b>18,285,964</b>	<b>18,874,255</b>	<b>17,471,660</b>	<b>22,168,078</b>	<b>23,666,571</b>	<b>23,980,179</b>	<b>24,059,905</b>
<b>Net of Revenue Over Expenditures</b>	<b>(6,287,167)</b>	<b>(6,446,946)</b>	<b>(6,022,386)</b>	<b>(10,477,288)</b>	<b>(10,803,590)</b>	<b>(10,826,967)</b>	<b>(10,670,460)</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(75,431)	(78,684)	(40,606)	(82,078)	(85,617)	(89,310)	(93,161)
Transfers to Reserves	(1,867,982)	(2,920,280)	0	(1,604,109)	(1,405,952)	(1,428,092)	(1,851,042)
Transfers from Reserves	61,000	351,000	0	377,248	297,403	186,916	1,000
<b>Total Interfund Transfers</b>	<b>(1,882,413)</b>	<b>(2,647,964)</b>	<b>(40,606)</b>	<b>(1,308,939)</b>	<b>(1,194,166)</b>	<b>(1,330,486)</b>	<b>(1,943,203)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(8,169,580)</b>	<b>(9,094,911)</b>	<b>(6,062,992)</b>	<b>(11,786,227)</b>	<b>(11,997,756)</b>	<b>(12,157,453)</b>	<b>(12,613,663)</b>

## Operating Budget Summary - Community & Protective Services Administration

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditures</b>							
Employee Benefits	32,930	69,760	50,297	53,912	55,549	55,549	55,549
Salaries & Wages	173,809	251,802	240,144	248,782	248,582	248,582	248,582
Total Staff Costs	206,740	321,563	290,440	302,694	304,131	304,131	304,131
Inter-Divisional Expenses	3,000	3,000	0	3,000	3,000	3,000	3,000
Materials & Supplies	2,621	2,182	2,137	2,900	2,900	2,900	2,900
Training & Development	3,485	4,820	6,960	8,700	9,000	9,600	9,600
Total Operational Costs	9,106	10,001	9,097	14,600	14,900	15,500	15,500
Total Expenditures	215,846	331,564	299,537	317,294	319,031	319,631	319,631
Net of Revenue Over Expenditures	(215,846)	(331,564)	(299,537)	(317,294)	(319,031)	(319,631)	(319,631)
"Net Surplus (Deficit)"	(215,846)	(331,564)	(299,537)	(317,294)	(319,031)	(319,631)	(319,631)

## Operating Budget Summary - LRC Operations

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	216,627	185,965	116,388	153,010	153,010	153,010	153,010
Rent Revenue	1,611,923	1,757,332	1,576,390	1,722,514	1,710,775	1,751,712	1,776,366
Sale of Services	2,518,251	2,538,474	2,264,137	2,684,154	2,539,315	2,580,878	2,615,412
<b>Total Revenues</b>	<b>4,346,801</b>	<b>4,481,771</b>	<b>3,956,916</b>	<b>4,559,678</b>	<b>4,403,100</b>	<b>4,485,600</b>	<b>4,544,788</b>
<b>Expenditures</b>							
Employee Benefits	360,369	380,240	342,591	419,515	521,905	573,570	625,424
Salaries & Wages	2,346,473	2,524,673	2,204,145	2,587,737	2,671,089	2,753,962	2,840,595
<b>Total Staff Costs</b>	<b>2,706,842</b>	<b>2,904,913</b>	<b>2,546,736</b>	<b>3,007,252</b>	<b>3,192,994</b>	<b>3,327,532</b>	<b>3,466,019</b>
Bank Charges & Interest	115	17,096	15,031	0	0	0	0
Contract Services	62,031	74,239	83,516	60,000	78,050	68,955	69,900
General Services	123,023	132,056	111,808	145,300	124,300	126,800	129,300
Inter-Divisional Expenses	22,000	22,000	0	22,000	22,000	22,000	22,000
Materials & Supplies	341,665	296,083	250,814	318,325	320,250	334,947	341,206
Repairs & Maintenance	20,017	24,484	27,998	36,350	53,550	54,417	55,394
Training & Development	52,612	50,476	45,441	58,447	66,548	60,300	62,450
<b>Total Operational Costs</b>	<b>621,463</b>	<b>616,434</b>	<b>534,608</b>	<b>640,422</b>	<b>664,698</b>	<b>667,419</b>	<b>680,250</b>
<b>Total Expenditures</b>	<b>3,328,305</b>	<b>3,521,347</b>	<b>3,081,343</b>	<b>3,647,674</b>	<b>3,857,692</b>	<b>3,994,951</b>	<b>4,146,269</b>
<b>Net of Revenue Over Expenditures</b>	<b>1,018,496</b>	<b>960,424</b>	<b>875,573</b>	<b>912,004</b>	<b>545,408</b>	<b>490,649</b>	<b>398,519</b>
<b>Net Interfund Transfers</b>							
Transfers from Reserves	61,000	50,000	0	0	0	0	0
<b>Total Interfund Transfers</b>	<b>61,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>"Net Surplus (Deficit)"</b>	<b>1,079,496</b>	<b>1,010,424</b>	<b>875,573</b>	<b>912,004</b>	<b>545,408</b>	<b>490,649</b>	<b>398,519</b>



## Operating Budget Summary - Community Development

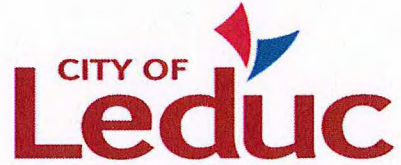
	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	390,223	491,319	232,050	381,990	381,990	381,990	381,990
Other Income	435,400	526,100	300,100	210,000	353,980	376,120	398,260
Rent Revenue	0	0	5,943	3,800	3,800	4,000	4,075
Sale of Services	74,123	28,336	114,579	45,850	60,050	60,690	62,330
<b>Total Revenues</b>	<b>899,746</b>	<b>1,045,755</b>	<b>652,672</b>	<b>641,640</b>	<b>799,820</b>	<b>822,800</b>	<b>846,655</b>
<b>Expenditures</b>							
Employee Benefits	122,069	95,870	192,019	229,284	235,967	237,240	237,240
Salaries & Wages	602,767	456,951	918,450	1,042,091	1,079,375	1,085,797	1,085,797
<b>Total Staff Costs</b>	<b>724,835</b>	<b>552,821</b>	<b>1,110,469</b>	<b>1,271,375</b>	<b>1,315,342</b>	<b>1,323,036</b>	<b>1,323,036</b>
Contract Services	158,040	135,756	135,113	133,900	143,500	144,600	145,600
General Services	0	0	270	2,889	3,550	3,550	3,550
Grants to Organizations	137,500	90,000	100,000	100,000	122,500	122,500	122,500
Inter-Divisional Expenses	17,000	17,000	0	17,000	17,000	17,000	17,000
Interest on Long Term Debt	33,564	30,305	13,963	27,059	23,519	19,827	15,976
Materials & Supplies	226,194	158,513	225,283	340,800	417,245	298,920	300,045
Repairs & Maintenance	35,413	13,100	16,122	26,150	20,050	20,250	20,450
Training & Development	22,030	13,263	24,331	41,623	38,578	37,880	39,030
Utilities - expense	0	0	0	32,000	0	0	0
<b>Total Operational Costs</b>	<b>629,741</b>	<b>457,937</b>	<b>515,081</b>	<b>721,421</b>	<b>785,942</b>	<b>664,527</b>	<b>664,151</b>
<b>Total Expenditures</b>	<b>1,354,577</b>	<b>1,010,758</b>	<b>1,625,551</b>	<b>1,992,796</b>	<b>2,101,284</b>	<b>1,987,563</b>	<b>1,987,187</b>
Net of Revenue Over Expenditures	(454,830)	34,997	(972,878)	(1,351,156)	(1,301,464)	(1,164,763)	(1,140,532)
<b>Net Interfund Transfers</b>							
Debt Repayment	(75,431)	(78,684)	(40,606)	(82,078)	(85,617)	(89,310)	(93,161)
Transfers to Reserves	(1,123,355)	(1,991,316)	0	(1,155,482)	(812,325)	(834,465)	(1,256,605)
Transfers from Reserves	0	1,000	0	134,848	147,348	1,000	1,000
<b>Total Interfund Transfers</b>	<b>(1,198,786)</b>	<b>(2,069,000)</b>	<b>(40,606)</b>	<b>(1,102,712)</b>	<b>(750,594)</b>	<b>(922,775)</b>	<b>(1,348,766)</b>
"Net Surplus (Deficit)"	(1,653,616)	(2,034,003)	(1,013,484)	(2,453,868)	(2,052,058)	(2,087,538)	(2,489,298)

## Operating Budget Summary - Fire Services

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	2,416,103	2,728,687	3,125,068	2,624,310	2,676,796	2,730,332	2,784,938
Sale of Services	910,665	1,016,964	716,231	832,500	889,193	911,744	873,275
<b>Total Revenues</b>	<b>3,326,768</b>	<b>3,745,651</b>	<b>3,841,299</b>	<b>3,456,810</b>	<b>3,565,989</b>	<b>3,642,076</b>	<b>3,658,213</b>
<b>Expenditures</b>							
Employee Benefits	733,380	814,315	835,834	874,217	1,114,820	1,114,924	1,092,325
Salaries & Wages	4,715,687	5,085,923	4,675,240	5,918,858	6,105,785	6,168,103	6,006,467
<b>Total Staff Costs</b>	<b>5,449,067</b>	<b>5,900,238</b>	<b>5,511,074</b>	<b>6,793,075</b>	<b>7,220,605</b>	<b>7,283,027</b>	<b>7,098,792</b>
Bank Charges & Interest	73,167	99,720	37,774	82,000	85,712	87,426	89,262
Contract Services	134,248	180,479	153,425	397,750	282,943	215,410	224,885
Inter-Divisional Expenses	189,292	156,720	0	220,770	237,200	237,200	237,200
Materials & Supplies	372,848	411,468	384,347	413,025	416,172	463,255	433,377
Repairs & Maintenance	37,591	57,049	33,089	45,250	49,721	50,716	51,780
Telephone & Communications	9,293	7,587	24,039	39,400	34,985	35,684	36,434
Training & Development	172,569	229,886	223,051	238,253	250,049	286,584	267,465
<b>Total Operational Costs</b>	<b>989,009</b>	<b>1,142,909</b>	<b>855,726</b>	<b>1,436,448</b>	<b>1,356,782</b>	<b>1,376,275</b>	<b>1,340,403</b>
<b>Total Expenditures</b>	<b>6,438,076</b>	<b>7,043,147</b>	<b>6,366,800</b>	<b>8,229,523</b>	<b>8,577,387</b>	<b>8,659,302</b>	<b>8,439,195</b>
Net of Revenue Over Expenditures	(3,111,308)	(3,297,496)	(2,525,501)	(4,772,713)	(5,011,398)	(5,017,226)	(4,780,982)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(681,127)	(354,664)	0	(285,127)	(302,127)	(302,127)	(302,532)
Transfers from Reserves	0	300,000	0	231,000	136,655	185,916	0
<b>Total Interfund Transfers</b>	<b>(681,127)</b>	<b>(54,664)</b>	<b>0</b>	<b>(54,127)</b>	<b>(165,472)</b>	<b>(116,211)</b>	<b>(302,532)</b>
"Net Surplus (Deficit)"	(3,792,435)	(3,352,160)	(2,525,501)	(4,826,840)	(5,176,870)	(5,133,437)	(5,083,514)

## Operating Budget Summary - FCSS

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	435,630	441,194	615,497	507,000	663,276	656,386	656,386
Sale of Services	643,493	63,269	44,399	66,050	60,800	52,300	53,800
<b>Total Revenues</b>	<b>1,079,123</b>	<b>504,463</b>	<b>659,896</b>	<b>573,050</b>	<b>724,076</b>	<b>708,686</b>	<b>710,186</b>
<b>Expenditures</b>							
Employee Benefits	220,960	101,179	143,647	170,202	183,206	183,206	183,206
Salaries & Wages	1,180,099	508,016	650,804	757,798	789,257	789,257	789,257
<b>Total Staff Costs</b>	<b>1,401,059</b>	<b>609,195</b>	<b>794,450</b>	<b>928,000</b>	<b>972,463</b>	<b>972,463</b>	<b>972,463</b>
Bank Charges & Interest	14	190	298	500	1,000	1,000	1,000
Contract Services	20,127	22,388	30,754	43,400	53,200	53,400	53,600
Grants to Organizations	80,000	80,000	80,000	80,000	100,000	100,000	100,000
Materials & Supplies	69,781	62,623	50,189	78,380	113,280	105,740	108,400
Repairs & Maintenance	0	0	0	400	10,200	45,200	45,200
Telephone & Communications	0	0	0	60	0	0	0
Training & Development	18,341	15,495	12,244	30,195	32,320	30,995	31,395
<b>Total Operational Costs</b>	<b>188,262</b>	<b>180,697</b>	<b>173,485</b>	<b>232,935</b>	<b>310,000</b>	<b>336,335</b>	<b>339,595</b>
<b>Total Expenditures</b>	<b>1,589,321</b>	<b>789,891</b>	<b>967,936</b>	<b>1,160,935</b>	<b>1,282,463</b>	<b>1,308,798</b>	<b>1,312,058</b>
Net of Revenue Over Expenditures	(510,198)	(285,428)	(308,040)	(587,885)	(558,387)	(600,112)	(601,872)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(13,500)	(13,500)	0	(13,500)	(13,500)	(13,500)	(13,905)
Transfers from Reserves	0	0	0	1,400	0	0	0
<b>Total Interfund Transfers</b>	<b>(13,500)</b>	<b>(13,500)</b>	<b>0</b>	<b>(12,100)</b>	<b>(13,500)</b>	<b>(13,500)</b>	<b>(13,905)</b>
"Net Surplus (Deficit)"	(523,698)	(298,928)	(308,040)	(599,985)	(571,887)	(613,612)	(615,777)



# Business Case

**Leduc Adult Learning Centre**

---

**Name of Initiative**

**Community & Protective Services**

---

**Division Name**

**FCSS - Admin**

---

**Business Unit**

**Budget Year 2016**

**This document is to be completed when one of the following is being proposed for consideration in the budget process**

- 1) **A new service**
- 2) **A new initiative**
- 3) **A change to a current service level (change to the base budget)**

**PROPOSAL NAME:** Leduc Adult Learning Centre

**DEPARTMENT:** FCSS

**SUB DEPARTMENT #:** 5000 - FCSS Admin

**FUNDING REQUIREMENTS:**

Funding: On-Going

Number of Years: 3

<b>Operating Budget Summary:</b>			
	2016	2017	2018
Revenue			
Expenditure	10,000	45,000	45,000
<b>Net Operating Surplus (Deficit)</b>	<b>-10,000</b>	<b>-45,000</b>	<b>-45,000</b>
<b>Capital Budget Summary:</b>			
	2016	2017	2018
Revenue			
Expenditure		40,000	
<b>Net Capital Surplus (Deficit)</b>	<b>0</b>	<b>-40,000</b>	<b>0</b>

*(Double Click anywhere on embedded spreadsheet to fill out)*

**1. BACKGROUND:**

Community Adult Learning Hubs (CALHs) are newly created centers for adult learning in small communities throughout the Edmonton Stewardship Region in which NorQuest College is the designated community college. CALHs offer one central location for adult learners. This enables seamless transition from secondary to post-secondary and access to lifelong learning opportunities.

CALHs will be located in communities that can demonstrate interest in investing in adult education and that have potential for a steady source of learners. Leduc is the first in a series of CALHs to be created. As there is already an organization in the City of Leduc using the Hub name, the name selected for this CALH is the *Leduc Adult Learning Centre*.

NorQuest College had a presence in the city of Leduc from 1990 until June, 1998. While in Leduc, NorQuest offered adult literacy and adult upgrading which covered a spectrum of grade 4 – 12. There was also a CALC (Community Adult Learning Council) presence during this time until 2007. They were a society that went under the name Community Education Center. It was reinstated in 2014 as a three year pilot project funded by Innovation and Advanced Education who share the vision of developing community adult learning hubs.

## **2. DESCRIPTION:**

Community Adult Learning Hubs are community owned and operated. In Leduc, the municipality will act as the lead and will identify space to rent or lease to multiple tenants for offices and classrooms. Tenants may eventually include a number of other community organizations and learning providers in order to link and leverage, share facility and staff resources and provide full service for clients. Hub tenants will be responsible for costs associated with staffing, marketing and recruiting, delivering programs and providing student support services.

Originally, STAR Catholic School District approached NorQuest about a post-secondary wing in the new high school in 2013. As a result of the high school not being approved for provincial funding, options for partnership to develop a learning centre has been discussed. This partnership now involves:

- City of Leduc Administration (FCSS, Facilities, Communications and eventually Legal Services will be consulted)
- NorQuest College
- Leduc Adult Learning
- Leduc County Administration
- Black Gold School Division
- Leduc Composite High School

NorQuest College's physical presence in the community would allow for local training opportunities (upgrading, post-secondary, professional development and contract). The MDP notes City of Leduc has mandated education as one of their pillars to success and as such this business case is the first step for consideration of supporting and subsidizing the learning hub. As Leduc's Regional Steward and Community College, NorQuest can act as an educational gateway to hosting opportunities from other post-secondary institutions and learning providers.

## **3. CRITICAL PATH/TIMELINE FOR IMPLEMENTATION**

### **Facility**

The facility needs will change over the three phases of implementation.

- Phase 1: NorQuest College will rent space in an existing facility identified by the City of Leduc. This will continue until demand for programming demonstrates the need for securing lease space. Performance Measures will need to be identified, indicating acceptable targets to justify entering into a lease.
- Phase 2: NorQuest and other learning providers will lease space in an existing facility identified by the City of Leduc.

- Phase 3: The City of Leduc will take the lead on constructing a facility to lease to NorQuest and other community partners. Phase 3 will be added to the Facilities Master Plan with a design target year of 2022 and 2023/2024 for build with a targeted opening date of September 2024.

*Throughout the phases, opportunities to share space, services and staff will help to ensure an economical approach that meets the needs of regional learners. Space requirements will change as the number of learning providers, learners and programs increase over the years.*

Other City departments will be participating at various stages throughout the project phases. Legal Services will be consulted throughout the agreement process. Communications will be a key contact for NorQuest in promotion of their programming. Communications will also be the City's lead for promoting the partnership that has been established. Roles and program plans as identified by NorQuest College are outlined in the attached Concept Paper.

#### 4. CORPORATE STRATEGIC PLAN:

Goals	Impact (High Medium Low)	Outcomes
1. Community Character	High	Other - Municipal Development Plan notes one of the ways the City shall achieve the orderly, economical and beneficial development and use of land is by providing for new residential neighbourhoods with a variety of housing types, which have full access to a complete range of municipal infrastructure, community services, retail establishments, commercial developments, open space, recreational facilities, and educational institutions.
2. Community Wellness	High	2.3 - Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources
3. Transportation	Low	N/A
4. Economic Development	Medium	4.4 - Implement a strategy to capitalize on Leduc's competitive advantages
5. Regional Partnerships & Governance	High	5.1 - Strengthen relationships with key stakeholders in the Leduc region, including Leduc County, the capital region, the City of Edmonton, school boards, EIA and other stakeholders
6. Fiscal Sustainability	Low	N/A

**5. IDENTIFICATION OF ALTERNATIVES AND ANALYSIS:  
(BENCHMARKING AND COMPARISON)**

Having a CALH will offer Leduc Region residents one central location for adult learners. This enables seamless transition from secondary to post-secondary and access to lifelong learning opportunities. It will also offer training opportunities for businesses within the region to access for their employees. NorQuest College is working with other communities to establish this same concept: Fort Saskatchewan and Westlock. Leduc was to be the pilot for a CALH concept. Through its success, more communities province-wide will be considered, especially those which already have CALCs in place for partnership opportunities.

The alternatives to consider are:

- A. Approve Phases 1, 2 and 3 of this project which will add this to the Facilities Master Plan and support the budget requirements for the three phases.
- B. Approve Phase 1 of this project.
- C. Approve Phase 1 and 2 of this project.
- D. Defer the planning of this project to another budget year.

	<b>Alternative A</b>	<b>Alternative B</b>	<b>Alternative C</b>	<b>Alternative D (Do Nothing)</b>
<b>Decision Criteria 1</b>	Budget considerations will extend to 2024	Minor subsidy required	Subsidy and investment in a lease for a limited period of time	Partners may look elsewhere to create this opportunity.
<b>Decision Criteria 2</b>	Partners will commit to sustaining adult learning and post-secondary opportunities in the region	Limited opportunity to establish adult learning and post-secondary education. Partners may not see this as a viable opportunity to invest in.	No plan to have adult learning and post-secondary education continue at end of lease.	
<b>Decision Criteria 3</b>	Supports regional collaboration			
<b>Decision Criteria X</b>	Long term plan and vision for adult learning and post-secondary			
<b>Service Level Impact</b>	Facilities, Communications, Legal Services, Finance, and FCSS will have an increase to service levels.	Communications, Legal Services, Finance, and FCSS will have an increase in service levels	Facilities, Communications, Legal Services, Finance, and FCSS will have an increase in service levels.	No impacts



<b>Risks &amp; Mitigation Strategies</b>	Longer term budget pressures and		Should partners withdraw lease responsibility remains with the City of Leduc	
<b>Costs</b>	\$	\$	\$	\$
<b>Benefits</b>	\$	\$	\$	\$
<b>Net:</b>	\$	\$	\$	\$
<b>Viable / Not Viable</b>				

**6. RECOMMENDED ALTERNATIVE AND RATIONALE:**

Administration recommends Alternative 1 - Approve Phases 1, 2 and 3 of this project which will add this to the Facilities Master Plan and support the budget requirements for the three phases. This will provide confidence to other stakeholders the City of Leduc desires to have the infrastructure that supports adult learning and would be more willing to make the same commitment. This will also allow for the significant planning required for the budget requirements of all stakeholders. This opportunity for post-secondary education will also demonstrate to potential businesses and homeowners the City of Leduc has increased its ability to support growth of the community.

Offering post-secondary education in Leduc has the potential of increasing the use of the local transit system as students will not be required to travel into Edmonton. There is also the potential of having Edmonton students living on the south side travelling in to Leduc to access the learning opportunities, as well as learners from the surrounding area.

NorQuest can act as an educational gateway to hosting opportunities from other post-secondary institutions and learning providers. There is also the opportunity for other partnerships in learning; one example being NorQuest has a successful LPN program that could partner with the local hospital for practicum opportunities.

**7. CRITERIA RATING OF RECOMMENDED ALTERNATIVE**

- 1     2     3     4     5     6     7
- 8     9     10     11     12     13     14
- 15     16     17     18     19

**8. FINANCIAL IMPLICATIONS:**

Will this affect another department(s)? Yes

If “yes” above answer questions “a & b”:

a) Department? LS - Legal Services

b) Sub department? 1120 - Legal Services

**Operating Budget:**

		Explanation (if required)	2016	2017	2018
Revenue	GL Description & Number				
<b>Total Revenue</b>			<b>0</b>	<b>0</b>	<b>0</b>
Repairs and Mainten	5920 - Rent/Lease	Expense would be entered under FCSS Admin and would require the LO 5000-5920-500-001 to be added.	10,000	45,000	45,000
<b>Total Expense</b>			<b>10,000</b>	<b>45,000</b>	<b>45,000</b>
<b>Net Surplus (Deficit)</b>			<b>(10,000)</b>	<b>(45,000)</b>	<b>(45,000)</b>

*(Double Click anywhere on embedded spreadsheet to fill out)*

**Capital and/or One Time Project Budget**

**Capital Program:** Facility Restorations and Improvements

This would be a one-time project to cover leasehold improvements required for Phase II.

		Explanation (if required)	2016	2017	2018
Tangible Capital Asset	Building	Leasehold improvement for lease required in Phase II		40,000	
<b>Total Tangible Capital Asset and One Time Project Budget</b>			<b>0</b>	<b>40,000</b>	<b>0</b>

*(Double Click anywhere on embedded spreadsheet to fill out)*

**9. STAFFING REQUIREMENT (if applicable):**

Position Name: *Click here to enter text.*

Position Level: *Choose an item*

Position Level Confirmed with HR: *Choose an item*

Full Time Classification Hours: *Choose an item*

Is this position a "Full time equivalent" = 1.0 FTE: *Choose an item*

If "no" enter the hours/week and weeks/year in the table below

How Many Hours/Week		
How Many Weeks/Year		
<b>For Finance Use Only</b>		
Hours Per Year	0	
FTE Dependent on Yearly Hours		
FTE Equivalent	1820	0
FTE Equivalent	1950	0
FTE Equivalent	2080	0
FTE Equivalent	2190	0

*(Double click anywhere in the embedded table to enter the hours/week and weeks/year):*

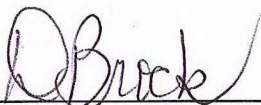
#### 10. HIGH LEVEL IMPLEMENTATION PLANS:

*(Develop a high-level implementation plan reflecting the activities Administration will undertake in executing against the initiative, including key responsibilities and timing)*

Milestone (What)	Activity (How)	Responsibility (Who)	Timing (When)
Agreement signed	Agreement outlining commitment of partners is signed.	City of Leduc, NorQuest, Leduc County, Black Gold School Division, Leduc Adult Learning	January 2016
Facility Master Plan (FMP)	Leduc Adult Learning Centre added to the City's FMP	City of Leduc Facilities	January 2016
Space confirmed	Facility agreement confirmed with Black Gold Schools for September 2016 start	NorQuest, Black Gold Schools, City of Leduc	Feb - March 2016
Programming	Program plan confirmed	NorQuest, Black Gold School, Leduc Adult Learning	Feb - March 2016
Communications	Communication strategy developed and implemented	NorQuest, City of Leduc, Leduc County	March - April 2016

**NOTE: WHERE A BUSINESS CASE IS MORE PROJECT ORIENTED AND/OR AFFECTS MANY STAKEHOLDERS AND CITY DEPARTMENTS, A PROJECT SCOPE STATEMENT SHOULD ACCOMPANY THE BUSINESS CASE.**

#### SIGN - OFF

X 

Director/Manager for the Business Unit

X 

General Manager for the Department

# Leduc Adult Learning Centre

## Concept Paper

Prepared by:

Kevin Johnson  
Regional Coordinator, Regional Stewardship

Karen Link  
Senior Manager, Regional Stewardship

### **Leduc Adult Learning Centre: Concept Paper**

Leduc Adult Learning Centre – July 17, 2015

## Introduction

This concept paper serves to summarize what we know to date about the Leduc Adult Learning Centre (LALC). The City of Leduc, the County of Leduc and NorQuest College remain committed to work in partnership to open a learning facility in September 2016. This new date is postponed from the original September 2015 date to allow for creation of agreements as well as a business plan between partners.

A phased plan was developed to manage growth and mitigate risk:

- **Phase 1 - Short term (1 year: Sept 2016 – August 2017)** - the City of Leduc will source a facility which NorQuest can rent in order to offer a small selection of credit programs as well as some noncredit courses. Leduc Adult Learning (LAL) may share classroom space and support adult learners.
- **Phase 2 - Medium term (2-3 years)** – the City of Leduc will source a facility for lease to multiple learning partners (NorQuest, LAL and potentially NAIT). A broader range of credit and non-credit programs would be offered along with more classroom and office space.
- **Phase 3 - Long term (3-10 years)** - City of Leduc would take the lead in building of a new facility to house multiple partners. This phase of the plan would allow for a more permanent location setup with the possibility of donors.

## Community Adult Learning Hubs

Community Adult Learning Hubs (CALHs) are newly created centers for adult learning in small communities throughout the Edmonton Stewardship Region in which NorQuest College is the designated community college. CALHs offer one central location for adult learners. This enables seamless transition from secondary to post-secondary and access to lifelong learning opportunities.

CALHs will be located in communities that can demonstrate interest in investing in adult education and that have potential for a steady source of learners. Leduc is the first in a series of CALHs to be created. The name selected for this CALH is the *Leduc Adult Learning Centre*.

CALHs are community owned and operated. In Leduc, the municipality will act as the lead and will identify space to rent or lease to multiple tenants for offices and classrooms. Tenants may eventually include a number of other community organizations and learning providers in order to link and leverage, share facility and staff resources and provide full service for clients. Hub tenants will be responsible for costs associated with staffing, marketing and recruiting, delivering programs and providing student support services.

## Why Leduc?

The City of Leduc is advocating for NorQuest to have a physical presence in the community as it would allow for local training opportunities (upgrading, post-secondary, professional development and contract). The City of Leduc has mandated education as one of their pillars to success and as such plan to support and subsidize the learning hub. As their community college, NorQuest can act as an educational gateway to hosting opportunities from other post-secondary institutions and learning providers.

NorQuest College had a presence in the city of Leduc from 1990 until June, 1998. While in Leduc, NorQuest offered adult literacy and adult upgrading which covered a spectrum of grade 4 – 12. There was also a CALC (Community Adult Learning Council) presence during this time until 2007. They were a society named the Community Education Center. The society folded due to financial and governance issues. In 2014, Alberta Innovation and Advanced Education funded a three year pilot project to establish the Leduc Adult Learning in part due to their shared vision of developing community adult learning hubs across the province.

A community assessment conducted by NorQuest College Regional Stewardship in September 2103 helped provide a strong business case for sustaining an adult education center in Leduc. Findings revealed the following:

- Leduc is currently Canada’s second fastest growing city with a population just over 27,000.
- The City of Leduc has grown over 60% between 2006 and 2013 with an average annual growth rate of 5.8%.
- The average age is 34 with 32.7% of the population between the ages of 20 and 39.
- Leduc is served by two school divisions (Black Gold and STAR Catholic) that together have just under 500 grade 12 students.
- NorQuest student statistics indicated that the top three programs in the winter 2013 term attended by students from Leduc were:
  - 28 students in academic upgrading
  - 45 students in health care aide
  - 102 students enrolled in the practical nurse program
- Leduc is named one of the top 25 places to do business in Western Canada.
- 44% of Leduc’s workers are employed within the City’s boundaries and 25% additional work in Nisku. A total of 69% of citizens are employed locally through the Edmonton International Airport, Nisku or Leduc.
- The Leduc-Nisku region is home to both Temporary Foreign Workers and Permanent Residents
- The adult learning needs in Leduc (including the Leduc Nisku Industrial Park) align closely with that of NorQuest making it an excellent fit for foundations, ESL, upgrading, post-secondary programs as well as professional development and industry contract training.
- NAIT has been running a very successful heavy crane and hoist operating program in Nisku for several years within the Leduc Nisku Industrial Park. The lease for their space will be up shortly and they are looking to relocate on a 20 acre property where they can build a campus. Leduc is one of 2 shortlisted sites. NAIT may be interested in leasing classroom space at the learning hub.

## **Objectives and Performance Measures**

Both the City of Leduc and NorQuest College are eager to ensure a sustainable business model for the Leduc Adult Learning Centre. Sustainability refers to:

- strong student demand for the programs offered
- strong demand from local and regional employers for graduates
- demand from employers for contract training
- interest from multiple partners to share a facility
- interest from regional donors

The intention of a phased in approach is to determine support and demand in order to make an informed decision about future investment in infrastructure.

Success will be defined as follows:

Annual Performance Measure	Phase 1 (2016-2017)	Phase 2 (2017-2019)	Phase 3 (2019+)
# Student (FLEs)	ELCC – 8 (8 FLEs) NAIT PE – 12 (no FLEs) AU – 5 (3.4 FLEs) Con Ed – 21 (no FLEs)  <b>NQC: 34 (11.4 FLEs)</b> <b>TOTAL: 46 (11.4 FLEs)</b>	ELCC - 10 (10 FLEs) NAIT PE - 12 (no FLE) Acct Tech – 8 (8.8 FLE) PN – 8 (8 FLE) AU – 5 (6.8 FLEs) Con Ed – 28 (no FLEs) <b>NQC: 79 (33.6 FLEs)</b> <b>TOTAL: 91 (33.6 FLEs)</b>	TBD
# Programs – credit	2	3-6	6+
# Programs/courses – Con Ed	10	4	
Contract training revenue	\$25,000	\$50,000	\$75,000
# Partners Invested	2	3	4-5
Partner investment value (including in-kind)**	\$	\$	\$

\*\* to be determined once the Business Plan is developed.

## Partners

A partnership will be established based on common need for a learning facility as well as meeting the training needs of respective clients. A Memorandum of Understanding, followed by a Memorandum of Agreement and then a business plan will help to define the partnership and operational plan. Working together with other learning partners will offer seamless transition from upgrading, training and professional development to post-secondary programming and employment.

The number and role of partners evolve through the three phases as shown in the tables below.

Phase 1

Partner	Role-Interest
City of Leduc	<ul style="list-style-type: none"> <li>● Project Management and facility planning</li> <li>● Advertising and messaging</li> <li>● Transportation (Bus Routes – helping to overcome student barriers)</li> <li>● Value of facility subsidy \$</li> <li>● Estimated value of in kind services \$</li> </ul>
County of Leduc	<ul style="list-style-type: none"> <li>● Advertising and messaging</li> <li>● Estimated value of in kind services \$</li> </ul>
Leduc Adult Learning	<ul style="list-style-type: none"> <li>● Facility partner (to be confirmed)</li> <li>● Student academic support services</li> <li>● Estimated value of in kind services \$</li> </ul>
Black Gold Regional School Division	<ul style="list-style-type: none"> <li>● Services - Student reception, janitorial, security (at cost)</li> <li>● Facility - Classrooms, washrooms, student/staff lounge (at cost)</li> <li>● IT equipment – computers, VC unit, smart boards (at cost)</li> <li>● Estimated value of in kind services \$</li> <li>● Dual credit opportunity</li> </ul>
STAR Catholic	<ul style="list-style-type: none"> <li>● Dual credit opportunity</li> </ul>
Leduc Chamber of Commerce	<ul style="list-style-type: none"> <li>● Marketing through the Chamber network</li> <li>● Estimated value of in kind services \$</li> </ul>
LNEDA	<ul style="list-style-type: none"> <li>● Marketing through member network</li> <li>● Estimated value of in kind services \$</li> </ul>
NAIT	<ul style="list-style-type: none"> <li>● Contracted to offer 4<sup>th</sup> class Power Engineering program</li> </ul>

Phase 2

Partner	Role-Interest
City of Leduc	<ul style="list-style-type: none"> <li>● Project Management and facility planning</li> <li>● Advertising and messaging</li> <li>● Transportation (Bus Routes – helping to overcome student barriers)</li> <li>● Value of facility subsidy \$</li> <li>● Estimated value of in kind services \$</li> </ul>



County of Leduc	<ul style="list-style-type: none"> <li>● Advertising and messaging</li> <li>● Estimated value of in kind services \$</li> </ul>
Leduc Adult Learning	<ul style="list-style-type: none"> <li>● Facility partner</li> <li>● Program delivery (FFL, ESL, financial literacy, etc.)</li> <li>● Student academic support services</li> <li>● Estimated value of in kind services \$</li> </ul>
Black Gold Regional School Division	<ul style="list-style-type: none"> <li>● To be determined</li> <li>● Dual credit opportunity</li> </ul>
STAR Catholic	<ul style="list-style-type: none"> <li>● Dual credit opportunity</li> </ul>
Leduc Chamber	<ul style="list-style-type: none"> <li>● Marketing through the Chamber network</li> <li>● Estimated value of in kind services \$</li> </ul>
LNEDA	<ul style="list-style-type: none"> <li>● Marketing through member network</li> <li>● Estimated value of in kind services \$</li> </ul>
NAIT/Other Post-Secondary	<ul style="list-style-type: none"> <li>● NAIT potential facility partner</li> <li>● Sharing of classroom space</li> <li>● Partnering in program delivery</li> <li>● Value of shared facility costs \$</li> </ul>

Phase 3

Partner	Role-Interest
City of Leduc	<ul style="list-style-type: none"> <li>● Project Management and facility planning</li> <li>● Advertising and messaging</li> <li>● Transportation (Bus Routes – helping to overcome student barriers)</li> <li>● Value of facility subsidy \$</li> <li>● Estimated value of in kind services \$</li> </ul>
County of Leduc	<ul style="list-style-type: none"> <li>● Advertising and messaging</li> <li>● Value of facility subsidy \$</li> <li>● Estimated value of in kind services \$</li> </ul>
Leduc Adult Learning	<ul style="list-style-type: none"> <li>● Facility partner</li> <li>● Program delivery (FFL, ESL, financial literacy, etc.)</li> <li>● Student academic support services</li> <li>● Estimated value of in kind services \$</li> </ul>

Black Gold Regional School Division	<ul style="list-style-type: none"> <li>• To be determined</li> <li>• Dual credit opportunity</li> </ul>
STAR Catholic	<ul style="list-style-type: none"> <li>• Dual credit opportunity</li> </ul>
Leduc Chamber	<ul style="list-style-type: none"> <li>• Marketing through the Chamber network</li> <li>• Estimated value of in kind services \$</li> </ul>
LNEDA	<ul style="list-style-type: none"> <li>• Marketing through member network</li> <li>• Estimated value of in kind services \$</li> </ul>
NAIT/Other Post-Secondary	<ul style="list-style-type: none"> <li>• NAIT potential facility partner</li> <li>• Sharing of classroom space</li> <li>• Partnering in program delivery</li> </ul>

### Timeline

- March 17, 2015 – Meeting with the Mayor and City Manager to determine location for September
- March 26, 2015 – Provincial budget announcement
- April 27 – 30, 2015 – Follow up meeting between NorQuest and the City of Leduc to confirm facility and September 2015 start date
- April 30, 2015 – deadline for confirmation of facility in order to open in Sept 2015.
- April 30, 2015 – revised Leduc Concept Plan to NorQuest Executive
- May 15, 2015 – Confirmation of facility costs from Black Gold Regional School Division
- May 20, 2015 – Leduc Adult Learning Centre Meeting
- May 28, 2015 – Presentation to NQC executive council
- June 9, 2015 – Presentation to Leduc County Council
- June 12, 2015 – presentation to Leduc Chamber of Commerce
- July 13, 2015 – Presentation to City of Leduc Council
- July 30, 2015 – Partnership marketing meeting
- August 31, 2015 – Memorandum of Understanding signed
- Sept 17, 2015 – promote Leduc Adult Learning Center at Leduc Comp Parent Information Night
- Sept 30, 2015 – Business Plan draft completed
- September 2016 – Facility opening and start delivery of post-secondary offerings in Leduc out of Leduc Composite High School
- Nov 15, 2015 – City Of Leduc Council wrap up 2016 budget meetings
- Dec 7, 2015 – Confirmation of City of Leduc 2016 budget

### Program Plan

With the anticipation of opening the Leduc Adult Learning Centre for September 2016, the program plan has been condensed based on the information gathered from a variety of sources including the community assessment, learner needs assessment and anecdotal.

The long range program plan may change based on results from the Regional Stewardship survey which will have the findings available in July. Presence and feedback while in the community will also influence the courses that are implemented.

Program	Status	Delivery Method	Schedule	Location	Location Needs	Location Requirements	Staffing Needs
<b>Sept 2016</b>							
Academic Upgrading (Grade 7 – 9)	Currently offered	Hybrid	Weekly intake – 16 weeks	LAL office	LAL determined Location	Computer workstation (1 per student)	LAL
Dual Credit Programs (HCA, Admin Pro, University Transfer)	Proposed	TBD		LCHS	TBD	TBD	TBD
Early Learning and Childcare	Ready to offer	Hybrid	2.5 days/wk Day time 8 months	LCHS	Room for up to 6 students	Video Conferencing Unit	Instructor IA
LINC - Language Instruction for New Canadians	Currently offered	F2F	Weekly ongoing	Library	Library classroom space	x	LRAL
Continuing Education courses/workshops (5-10 courses) Hospitality, Industrial Safety, Project Management, Entrepreneurship	Ready to offer	F2F	1-2 day courses	LCHS	Room for up to 15 students	Computer access for instructor, projector	Instructor
Power Engineering (offered through NAIT)	Ready to offer	Hybrid	Two evenings and every second Saturday 7 months	LCHS	Room for up to 15 students	1 Web Cam Workstation per student, headphone, microphone	Supervisor/ Exam Invigilator NAIT instructor
<b>Sept 2017 (in addition to above)</b>							

Academic Upgrading (Grades 10-12)	TBC	Hybrid	Daily	TBD	Open Learning Space for 6 students	Computer work station (1 per student)	LRAL or Instructional Assistant
Accounting Tech	Ready to offer	F2F	Daily	TBD	Classroom space	Computer access	Instructor
Introduction to the Trades	Proposed	F2F	Daily	TBD	Trades Lab, Classroom space	Trades equipment, computer access,	Instructor, Work placement coordinator
Practical Nursing	Proposed	F2F	Daily	TBD	Health Lab, Classroom space	Nursing lab equipment, storage space,	PN instructor, University Instructor for courses

*NOTE: NorQuest College Faculty of Foundational, Career and Intercultural Studies (FCIS) has indicated that they can absorb in the cost of delivering Academic Upgrading FLEs in Leduc in their existing program budget. SIP funded seats will be taken from the regional allotment. FLE activity would be counted within the existing FCIS FLE target. HCS FLEs numbers are also included in the program expansion plan.*

## Facility

The facility needs will change over the three phases of implementation.

Phase 1: NorQuest College will rent space in existing facility(ies) identified by the City of Leduc

Phase 2: NorQuest and other learning providers will lease space in an existing facility identified by the City of Leduc

Phase 3: The City of Leduc will take the lead on constructing a facility to lease to NorQuest and other community partners

Throughout the phases, opportunities to share space, services and staff will help to ensure an economical approach that meets the needs of regional learners. Space requirements will change as the number of learning providers, learners and programs increase over the years.

### Phase 1

Black Gold Regional School District has offered to provide space at Leduc Composite High School to the NAIT Power engineering program and possibly some additional evening Professional Development courses in Phase 1.

NorQuest requires the following:

- One classroom with computers for 15 students
- Storage for program/course supplies

Leduc Composite will provide:

Leduc Adult Learning Centre – July 17, 2015

- Janitorial, building maintenance and security services
- Staff and student parking
- Staff and student accessible bathrooms
- Access to photo copy/scan/fax machine
- Staff lounge

NorQuest requires additional space for Early Learning and Childcare as well as day time Professional Development Courses. Options are being explored but no space has yet to be confirmed.

### Phase 2

The City of Leduc will source a facility (approx. 2000sf) that can be leased to multiple learning partners including but not limited to NorQuest College and Leduc Adult Regional Learning.

Shared space will include:

- Student reception area
- 2 classrooms with room for 15 students each
- 2 testing rooms
- Open Learning space with 6 computer stations, soft seating and tables and chairs for group work
- Staff and student lounge
- Staff and student accessible bathrooms
- Office preparation room – photo copier, etc.

In addition, each tenant will have to clarify needs for:

- Program specific labs (health, trades, etc.)
- Staff offices
- Storage for program/course supplies

### Phase 3

The City of Leduc will take the lead on constructing a new facility that can be leased to multiple learning partners and other community partners.

The current standard for NorQuest needs are approximately 5,800 sf plus 30% circulation space including:

- 2 classrooms
- 1 computer lab
- 1 open learning space
- 1 health lab
- 1 trades lab

- 1 student lounge
- 1 meeting room
- 3 testing rooms
- 1 staff lounge and storage
- 3 offices
- 1 reception area
- Men's and women's washroom
- Staff washroom
- Janitorial and IT storage rooms

The above spaces will likely be shared with one or more community partners that reside in the building.

### **Marketing and Recruitment**

NorQuest College Marketing and recruitment funds have been redirected from Westlock to Leduc. Additional funds have been requested for establishing awareness. Once a marketing budget has been confirmed, NorQuest Brand and Market Development can determine how to promote the post-secondary programming and establish a presence in Leduc.

With a location being established at the Leduc Composite High School, the communications managers from the City of Leduc as well as the County of Leduc will be meeting with NorQuest Brand and Market Development to determine strategies to advertise the programming that is starting in September 2015.

Some of the marketing vehicles being consider include:

- Website exposure – NorQuest, City of Leduc, County of Leduc, LNEDA, LAL
- Editorials in partner enewsletters including; the LNEDAs, City of Leduc, County of Leduc as well as Regional Stewardship's Community Connector
- Community Newspaper advertising and feature articles
- Radio interviews
- Posters and pamphlets
- Interagency meetings
- Exposure and advertising through both the public and Catholic school systems
- Tradeshow booths

The Leduc Chamber of Commerce has offered to organize a soft opening that could be held and consideration given to holding a grand opening in the future. The City and the County of Leduc, as well as the LAL, would work together to host these events with NorQuest.

Going forward, the NorQuest College Recruitment team will incorporate Leduc into their annual plan adding events and presentations to community groups on credit programming. Brand and Market Development will produce community programs and courses booklet for Leduc.

### **E&IT**

#### Phase 1

Leduc Adult Learning Centre – July 17, 2015

Classroom/ computer lab are provided and supported by LCHS. NQC E&IT testing and troubleshooting the equipment will take place to ensure that the programs are able to run out of the high school. NQC will need to provide a Web Cam for NAIT Power Engineering.

NOTE: IT equipment required for Professional Development courses and ELCC program will need to be determined once a suitable location is found.

### Phase 2

Costs for equipment will be shared with the City and County of Leduc as well as LAL when possible. Equipment and IT needs will vary depending on the courses that are offered. Equipment expenses could include but not limited to; a smart board, photocopier, telephone system, computer stations and a video conferencing unit. We anticipate access to the network in the facility during Phase 2. NorQuest will work with the other learning partners and can potentially share in equipment costs, installation costs or other cost sharing opportunities.

### Phase 3

Leasing at a new location will involve a large investment in supernet to be able to run NorQuest programs and allow staff and students to have access into the NorQuest network. The E&IT team would be involved in the planning and layout of the new building which would make for easier installation. Until a location is confirmed, E&IT has a difficult time coming up with an accurate cost. The E&IT team would again work with the other learning partners to establish a workable internet solution. The current estimate is \$100,000 for the network, installation and access points. NorQuest will work with the other learning partners and can potentially share in equipment costs, installation costs or other cost sharing opportunities.

### **Staffing**

Students in Leduc will have access to the same level of student support services as other campus students. The staffing needs will change over the three phases of the Leduc Adult Learning Center depending on program needs and student numbers.

NorQuest College will provide program instructors, course facilitators and any other staff involved in program delivery throughout all the phases.

Instructional assistance is anticipated through LAL in Phase 1 and 2 until demand dictates that NorQuest hire a part time or full time staff for this location. Their primary objective would be to support students in a cross section of credit and non-credit programs. This position could overlap into a tutor role as well a shared position with other partners, such as LAL. Sharing the location with LAL will help ensure the coordinator can support all adult learners. The LRAL coordinator currently has an office with the City of Leduc and holds classes at the adjoining library. Discussions are currently underway to review LAL location.

NorQuest College will rely on existing human resources for reception and administrative services. This service in kind will be provided either by the LAL Coordinator or staff at Leduc Composite High School. In phases 2 and 3, NorQuest anticipates sharing cost of reception and administrative staff.

### **NorQuest College Budget**

The budget identifies both one-time start-up cost as well as anticipated ongoing costs. Several of the budget line items in Phase 2 and 3 may not be required or may be reduced depending on the facility, lease agreement and cost sharing with partners. Janitorial, maintenance and security would be included or worked out with the City of Leduc based on the location that is found.

Type	Item	Annual Costs						Comment
		Phase 1		Phase 2		Phase 3		
		Start up	Ongoing	Start up	Ongoing	Start Up	Ongoing	
Staff	1. Instructional Assistants				\$55,000		\$55,000	On demand
	2. Site Admin/ Receptionist				\$25,000		\$15,000	Shared with other tenants
Facility	3. Lease/rent (incl. maintenance)		\$10,000		\$55,000		TBD	City will subsidize.
	4. Lease hold improvements			\$40,000		\$50,000		NQ portion \$10,000
	5. Furniture & Décor			\$500		\$25,000		Depends on location
	6. Storage Units					\$1,500		
	7. Signage – interior			\$10,000			\$15,000	
	8. Signage - exterior						\$6,000	
	9. Moving cost			\$6,000				May not be required for Phase 2
BMD	10. Establishing Presence	\$7,500		\$5,000		\$5,000		
	11. Marketing and Recruitment	nil		nil		Nil		
	12. Grand Opening					\$7,500		
E&IT	13. Network					\$56,000		Supernet
	14. Computers (15)			\$25,000		\$25,000		Cost shared?
	15. Installation					\$20,000		Cost shared?
	16. Access Points					\$30,000		Cost shared?
	17. Video Conference Unit(s)			\$25,000		\$25,000		Cost shared?
	18. Smart Board							Comes with facility
	19. Photocopying machine							
	20. IT maintenance						\$6,000	
<b>Total Start Up</b>		<b>\$7,500</b>	<b>\$10,000</b>	<b>\$111,500</b>	<b>\$135,000</b>	<b>\$266,000</b>	<b>\$101,000</b>	

### Assumptions:

#### Staff

1. Programs – both FCIS and HCS have indicated that expenses and revenues associated with Leduc programs are included within their targeted FLEs.
2. NorQuest will rely on the Leduc Composite High School staff for site administration in Phase 1. In Phases 2 and 3, cost for administrative staff will be shared between facility partners.
3. Instructional assistants will be provided if student demands warrant. Costs will be built into the program.



Facility

4. Facility for each phase will be subsidized by the City of Leduc. Exact amount still to be determined but anticipated total lease cost for Phase 1 is \$10,000 and Phase 2 is \$55,000 with an additional \$40,000 estimated for leasehold improvements.
5. It is anticipated that in Phase 1 the facility will come equipped with classrooms, desks, office equipment, smart board and open space computer stations. Phase 2 will be dependent on space leased and may require these furnishings and equipment.
6. Interior and exterior signage must be determined by NorQuest and the City.

Brand and Market Development

7. Additional funds will be required to promote the presence of the Leduc Adult Learning Center. All partners including NorQuest, the City and County of Leduc as well as Black Gold School District will participate in marketing and promotions. Only NQC costs are reflected in the budget.
8. At present, a soft launch is planned for opening of Phase 1 in Sept 2016. A grand opening may be preferred to profile the site for this and future phases.

Education and Information Technology

9. IT equipment available in Phase 1 facility. Equipment will be shared by NorQuest and other facility partners in Phases 2 and 3.
10. A video conferencing unit may be available from existing stock at NorQuest.

**Risk Analysis**

Risk	Mitigation
<p><b>Facility location and funding</b></p> <ul style="list-style-type: none"> <li>• NorQuest College is looking to the City of Leduc to subsidize the facility cost. NorQuest anticipates have a maximum of \$10,000 available.</li> <li>• The Leduc Composite High School is currently being considered as the location programming for September 2016.</li> <li>• BG confirmed cost for room rental for power engineering \$5700 for 8 months</li> <li>• Rooms in the high school are only available evenings and weekends and an alternative location must be secured for day time programs</li> </ul>	<ul style="list-style-type: none"> <li>• City of Leduc will consider the amount of their facility subsidization at the council meeting on July 13, 2015.</li> <li>• Using the Leduc Composite High School could help to foster a natural dual credit relationship.</li> <li>• Black Gold School District prefers to keep adult learners separate. Classes will be run in evenings and on weekends if at the high school. The outreach high school may be used for daytime offerings between 8-3 pm.</li> <li>• Being able to use LCHS’s internet and wireless would reduce costs and prolongs having to invest in supernet.</li> <li>• Services such as E&amp;IT support, janitorial, security are already in place and would be included in the rental price.</li> <li>• The City of Leduc is sourcing an additional space for daytime program needs – considering the Chamber for short professional development courses and the Rotary Room at the Black Gold Center for day time credit program use.</li> </ul>
<p><b>Partnerships</b></p>	<ul style="list-style-type: none"> <li>• Collaboration with the City of Leduc and LAL</li> </ul>

<ul style="list-style-type: none"> <li>Leduc Adult Learning – Currently the LAL is housed with FCSS and has reduced costs in being closely associated with the City of Leduc. LAL has a plan to move into a colocation with NorQuest and other potential partners but not until Phase 2.</li> <li>NAIT - NAIT is considering Leduc to build a Crane and Hoist Training Center that may impact LALC if they require classroom space. If they choose Leduc as a location for their program and to partner in sharing classroom space it would most likely be in the second phase of leasing a location.</li> </ul>	<p>allows for cost savings in sharing space, equipment and student support services. It also means less duplication of services and the ability for a learner to access all or most services from one location.</p> <ul style="list-style-type: none"> <li>NAIT’s new location is not yet determined. NorQuest would be interested in partnering with NAIT to offer classroom space.</li> </ul>
<p><b>Operational Costs</b></p> <ul style="list-style-type: none"> <li>Both the City of Leduc and NorQuest College want to ensure the demand from learners and employers is high enough to sustain operations.</li> </ul>	<ul style="list-style-type: none"> <li>The phased in approach will help to mitigate this risk</li> <li>Partners agreed to develop an MOU by July 31, 2105 followed by a Business Plan by Sept 30, 2015 to work through operational matters.</li> <li>Work with the City of Leduc to find a location that allows for space sharing with the LAL and has the infrastructure required without significant investment.</li> </ul>
<p><b>Program Demand</b></p> <ul style="list-style-type: none"> <li>NorQuest has very little quantitative data on learner needs for Leduc. Program plans were developed based on information from other learning providers as well as regional economic and community development data.</li> </ul>	<ul style="list-style-type: none"> <li>A Regional needs assessments is being conducted by NorQuest with results ready in July 2015.</li> <li>Information from other community assessments such as the Leduc Public Library and the Leduc-Nisku Economic Development are also being used. Information is being gathered to inform the 3 year program plan for the City of Leduc.</li> <li>Some oversubscribed programs (ie. Practical Nurse) may be able to attract students from South Edmonton to Leduc.</li> </ul>
<p><b>Brand awareness and recruiting</b></p> <ul style="list-style-type: none"> <li>There is currently no budget for allocated for marketing and recruitment</li> <li>NorQuest is new in Leduc and significant effort will need to be put into establishing a presence and marketing programs. This is especially key for Professional Development and Industry Contract Training.</li> </ul>	<ul style="list-style-type: none"> <li>Cost Pressures have not yet been approved.</li> <li>The City and the County of Leduc and the Chamber have all offered to market with NQC to develop a formal communication plan.</li> <li>The City and the County have both offered to market using their advertising tools.</li> </ul>
<p><b>Budgeting</b></p> <ul style="list-style-type: none"> <li>With the change in provincial leadership, additional budgeting changes could</li> </ul>	<ul style="list-style-type: none"> <li>Cost Pressures have been submitted but have not yet been approved.</li> <li>Original expenses will be reduced due to the</li> </ul>

<p>materialize</p>	<p>location of LCHS already having equipment, services and infrastructure in place.</p>
<p><b>Staffing</b> – Instructors for each of the programs will be covered by the program area and is not a concern.</p> <ul style="list-style-type: none"> <li>• Support staff required for Early Learning and Childcare program and Power Engineering would include letting students into the building, general supervision of the students as well as troubleshooting if there is a technical issue. This could be an additional cost to have an educational assistant or other forms of support.</li> </ul>	<ul style="list-style-type: none"> <li>• LCHS is open until 10pm on weekday nights and is staffed with janitorial staff that could potentially be utilized in some capacity such as letting students into the building, setting up the classroom or unlocking doors that are needed.</li> <li>• LAL has stated that they could potentially be available to support students but may not be able to provide site support as their office is not located at LCHS.</li> </ul>

## Operating Budget Summary - Enforcement Services

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Enforcement Services	1,299,184	1,560,235	1,196,449	1,330,350	2,226,000	2,327,000	2,429,000
Government Transfers	706,748	681,374	705,162	700,162	720,496	731,050	752,603
Sale of Services	340,427	408,059	436,880	429,100	423,500	436,000	448,000
<b>Total Revenues</b>	<b>2,346,360</b>	<b>2,649,667</b>	<b>2,338,491</b>	<b>2,459,612</b>	<b>3,369,996</b>	<b>3,494,050</b>	<b>3,629,603</b>
<b>Expenditures</b>							
Employee Benefits	182,436	257,772	272,502	322,859	395,001	395,001	395,001
Salaries & Wages	933,176	1,197,098	1,162,289	1,375,200	1,585,231	1,587,231	1,589,231
<b>Total Staff Costs</b>	<b>1,115,612</b>	<b>1,454,871</b>	<b>1,434,791</b>	<b>1,698,059</b>	<b>1,980,233</b>	<b>1,982,233</b>	<b>1,984,233</b>
Bank Charges & Interest	1,054	0	0	2,500	2,500	2,500	2,500
Contract Services	4,158,530	4,254,125	3,651,527	4,988,497	5,416,931	5,596,000	5,735,031
Inter-Divisional Expenses	48,906	43,969	0	69,600	71,800	71,800	71,800
Materials & Supplies	19,076	20,437	26,629	27,500	31,300	31,000	32,000
Repairs & Maintenance	5,485	5,765	1,377	4,000	6,000	6,500	7,000
Training & Development	11,177	12,109	16,169	29,700	19,950	19,900	23,000
<b>Total Operational Costs</b>	<b>4,244,228</b>	<b>4,336,405</b>	<b>3,695,702</b>	<b>5,121,797</b>	<b>5,548,481</b>	<b>5,727,700</b>	<b>5,871,331</b>
<b>Total Expenditures</b>	<b>5,359,840</b>	<b>5,791,276</b>	<b>5,130,493</b>	<b>6,819,856</b>	<b>7,528,714</b>	<b>7,709,933</b>	<b>7,855,564</b>
Net of Revenue Over Expenditures	(3,013,481)	(3,141,608)	(2,792,003)	(4,360,244)	(4,158,718)	(4,215,883)	(4,225,961)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(50,000)	(540,800)	0	(150,000)	(278,000)	(278,000)	(278,000)
Transfers from Reserves	0	0	0	10,000	13,400	0	0
<b>Total Interfund Transfers</b>	<b>(50,000)</b>	<b>(540,800)</b>	<b>0</b>	<b>(140,000)</b>	<b>(264,600)</b>	<b>(278,000)</b>	<b>(278,000)</b>
"Net Surplus (Deficit)"	(3,063,481)	(3,682,408)	(2,792,003)	(4,500,244)	(4,423,318)	(4,493,883)	(4,503,961)



# Business Case

## 2016 Police Resource Plan

---

**Name of Initiative**

**Community & Protective Services**

---

**Division Name**

**LES - RCMP**

---

**Business Unit**

**Budget Year 2016**

**This document is to be completed when one of the following is being proposed for consideration in the budget process**

- 1) **A new service**
- 2) **A new initiative**
- 3) **A change to a current service level (change to the base budget)**

**PROPOSAL NAME:** 2016 Police Resource Plan

**DEPARTMENT:** Enforcement Services

**SUB DEPARTMENT #:** 2000 - Police Protection

**FUNDING REQUIREMENTS:**

**Funding:** On-Going

**Number of Years:** 3

<b>Operating Budget Summary:</b>			
	2016	2017	2018
Revenue	400,000	400,000	400,000
Expenditure	272,202	272,202	272,202
<b>Net Operating Surplus (Deficit)</b>	<b>127,798</b>	<b>127,798</b>	<b>127,798</b>
<b>Capital Budget Summary:</b>			
	2016	2017	2018
Revenue			
Expenditure			
<b>Net Capital Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>

*(Double Click anywhere on embedded spreadsheet to fill out)*

**1. BACKGROUND:**

The City of Leduc continues to be one of the fastest growing communities in Canada. In 2014, the population was 28,583. The growth from 2013 to 2014 was 4.9%. By 2016, the population could reach 31,000 (with a growth rate of only 4.2%). In 2012, the City’s Police Model Review recommended at least one additional officer be added for every 4% of growth. This recommendation, however, may already be outdated. The formula then did not factor for the compound growth or any specialized services, i.e. Traffic Enforcement.

Historically, police to population ratios, the number of Criminal Code cases per member, and/or file counts have been used to determine police resource levels. Policing today, however, has become far more complex. In today’s environment, police services must also consider the policing priorities of the community, Crime Severity Index figures (how serious crime is in the community), the public and

Court's higher expectations, and even how we organize our police services internally. The matter of our investigations has also become more detailed and lengthy. Where an impaired investigation might have taken two hours in previous years, these investigations are now taking 6-8 hours. In fact, impaired investigations have been identified as having the #1 workload out of all police investigations for Leduc Detachment.

Where in the past our resource plans may have been completed in isolation, this plan has been prepared giving consideration to all three law enforcement components: RCMP, CPO's, and Support Staff. It recognizes that we need to look at everything from weeds to murder, and to then determine who is best suited to complete these duties (considering cost and expertise). Consultation for this plan has included the General Manager of Community and Protective Services, the Manager of Enforcement Services, and the Leduc Detachment Management Team. It has also given consideration to the community's policing priorities, Bannister's 2015 Community Satisfaction Survey, the 2012 Police Model Review, Detachment statistics, Administration's and Council's comments concerning the Automated Traffic Enforcement Program, and other City programs, i.e. Report Impaired Drivers (RID).

This business case recommends the addition of, one (1) CPO II, and three (3) support staff for 2016. If these positions are approved, the City can expect to see an increase in support staff to officer ratios and operational efficiencies, an increase in our CPO capacity to address seasonal issues, and an increase in overall service delivery with greater cost-efficiencies. The additional costs for these resources in 2016 are anticipated to be minimal or even cost neutral.

## **2. DESCRIPTION:**

The overall law enforcement resource strategy for 2015/16 is four-fold: 1) add a Traffic Safety Unit in 2015; 2) increase our support staff to officer ratios from 1:2.9 to 1:2.6 (which requires three more support staff in 2016); 3) add greater capacity the City's CPO seasonal issues in 2016. The overall strategy for 2015/16 is expected to be almost cost neutral and/or potential surplus, as it will be funded in great part by those violating Municipal, Provincial, and Federal laws (see Financial Considerations in a subparagraph below).

In 2015, having ensured greater community and Administration consultation, the OIC Leduc Detachment and the Manger of Enforcement Services will create an integrated RCMP and CPO Traffic Safety unit. The unit will include two RCMP officers and one CPO officer. It will not be entirely what the 2012 Police Model Review recommended (4 officers), but it will now be a step in the right direction to better addressing the community and Administration's concerns. The role of the Traffic Safety officers would include not just prevention, awareness, and enforcement initiatives, but also more strategic management of the City's Automated Traffic Enforcement (ATE) program. While the function of a traffic unit would focus on road safety, the reality is that these units generate natural revenue and they can have a much greater impact in other areas of concern. The matter of revenue generating may be especially evident in 2016. In 2015, almost all traffic fines increased by 35%. It is anticipated by low projection that each officer would generate about \$200,000 in traffic fines returnable to the City, conducting low to average enforcement 59% of the time. Again this is outside of the ATE program and any increase in revenue that might result from that program with the increased fines. The bigger advantage to having a Traffic Safety unit in 2015, is that it will provide the Detachment with the ability to more strategically address other issues affecting the community, i.e. impaired driving. Traffic units by their very nature have also had great success with intercepting drug traffickers and addressing

persons on outstanding warrants. Where the Detachment has not had this proper focus in previous years, this unit will enable greater attention to be placed on these other issues.

The following paragraphs provide a more detailed analysis of the situation in 2014 and 2015, which will add clarity and better understanding to the reasons behind the strategy. Again, this resource plan should be read in conjunction with the resource plans submitted for an additional CPO seasonal officer and more support staff.

#### Police Case Files / Criminal Code Cases per Member / Crime Severity Index:

The file count at Leduc remained relatively constant but decreased slightly from the year previous, around 9,500 files. This is a good thing, especially in a high growth community. However, the challenge at Leduc today is that the Criminal Code Cases per member and Crime Severity Index both remain higher than the Municipal Detachment averages for the Province. In terms of having a safer community and more reasonable workload for our members and staff, the goal here should be to have rates that demonstrate Leduc is a leader in public safety. We would want all of these figures to be considerably lower than our Division averages. While it does appear we are trending in the right direction, Leduc's Criminal Code cases per member remains higher than the municipal average at 100 cases versus 95 cases for the average. Again, we use criminal code cases per member as a valuable tool to helping determine police resource levels, as these are the types of cases that typically require more investigation. Relative to the City's Crime Severity Index (CSI), that which measures the seriousness of crime in a community; this is a little more concerning. The rate in 2014 was established to be 95, whereas the Provincial average was 84. The baseline for this index is 100. If a community has a CSI of 100 or more, they would generally be considered as a community with a very high serious crime rate. Optimally, the OIC would like the City's CSI rate to be lower than 60. More work is needed here, from both a policing and community perspective.

#### Police to Population Ratios:

In 2014, using the municipal census data and the total RCMP Municipal positions, the police to population ratio was 30 positions for 28,534 population or 1: 951. In 2016, if the RCMP officer positions are approved and the population is projected to be 31,000, the police to population ratio would be 31 positions for 31,000 or 1:1000. Our current rate and our goal rate, however, are both better than the Provincial average, which in 2014 was about 1:800 (exact ratio not available at the time of this report). In 2017, we can look to requesting again only 1 or 2 RCMP resources if we can better manage our crime trends and rates in the community.

#### Community Consultation / Bannister Research:

This spring, the Acting OIC Leduc Detachment, S/Sgt. Keith Durance, undertook community consultation in the form of Town hall meetings. "Traffic Safety" (Impaired Driving and High Risk Traffic Violations), "Reduce Property Crimes", and "Contribute to Community Safety" were the top three identified priorities. In addition, Bannister Research completed a community satisfaction survey in 2015. Directly impacting the 2015/16 resource strategy to establish a Traffic Safety unit, Bannister's research identified that "*traffic and speeding*" was the number one issue contributing to low quality of life in Leduc. In the case of this observation specifically, it was acknowledged by the Leduc



Detachment Management Team that a more strategic restructuring of resources would be required to address this community priority and concern.

#### City Initiatives / Concerns / and the 2012 Police Model Review

The OIC, since arriving in May, has had the opportunity to meet with the General Manager of Community and Protective Services, the Manager of Enforcement Services, the members and support staff at the Detachment, the Community Safety Advisory Committee, the Traffic Advisory Committee, and Council. While there are a number of issues that have been talked about, a constant theme has included Traffic Safety and the desire for there to be more strategic traffic enforcement. Both Council and Administration, for example, have commented on the public's negative perception and non-strategic delivery of the Automated Traffic Enforcement Program. In addition, the City has expressed a strong desire to support the RID (Reduce Impaired Driving) campaign. These comments, to this magnitude, warrant attention. It was also interesting to note that the 2012 Police Model review identified some time ago that a Traffic Safety Unit was needed for Leduc. Until now, this unit has not come to fruition. The resources called for in this plan allow the Detachment to address these concerns but to also ensure there are sufficient resources to address the growth going forward.

#### Other Statistics:

There were at least two areas of notable statistics gleaned from the most recent data available. First, the number of injury motor vehicle collisions in Leduc has increased from 52 in 2010 to 99 in 2014. These figures are exceeding what might be expected from the population growth alone. Second, the reports of impaired driving have been increasing, while our ability to catch impaired drivers has been steadily decreasing. From 2010 to 2014 reports of impaired driving increased from 291 to 338; whereas impaired driving charged (or cleared otherwise) decreased from 205 to 127. Again, this information cannot be overlooked in terms of impaired driving being a community priority, RID being a community initiative, and the high risk that impaired driving brings to our community.

#### Support Staff Strategy:

Moving forward into the future, one of the biggest issues governments face today is the high cost of policing. Law enforcement services also face the challenge of keeping officers on the road at a time when enforcement processes continually demand greater documentation and administration. A policing model today that increases the ratio of support staff services to regular members, instead of simply increasing the number of policing officer resources alone, is a model that will still increase our presence in the community and decrease the overall costs of policing.

The average cost of a regular member today is about \$150,000 (at 90%); whereas the cost of a full-time support staff employee is about \$65,000. In this light, it makes financial and practical sense that support staff complete these administrative tasks instead of officers. Having the support staff take over tasks such as file scoring and preparing court packages (photocopying) is tremendously time-consuming and required by law. Right now in Leduc, these tasks are often being completed by the officers themselves, rather than the support staff.

The RCMP's Corporate and Client Services have reported that other communities in "K" Division are now moving towards this model, i.e. Fort McMurray and Red Deer. In some cases, this strategy has resulted in a ratio of nearly one support staff for every two officers. As will be the case for Leduc, three

new support staff (with the addition of one more officer), will move us from a ratio of 1:2.9 to a ratio 1:2.6. This is the step in the right direction. It is important to note that the Leduc Detachment original request for 2016 was two additional officers (one included in the base) however this was reduced to one with the thought that additional members would be vetted through future year requests (2017 and onward).

In terms of job functions and tasks, the three new support staff positions, if approved, would be used to enhance the support to the members. It will also ensure that we have support for the new traffic unit and the anticipated administrative responsibilities that will come with the new false alarm bylaw.

DETACHMENT	OFFICER POPULATION	SUPPORT STAFF #'S	RATIO
STRATHCONA	109	58.5	1: 1.9
Grande PRAIRIE	88	41	1: 2.1
ST ALBERT	76	31	1: 2.5
FORT MCMURRAY	261	106	1: 2.5
SPRUCE GROVE	28	9	1: 3.1
AIRDRIE	59	17	1: 3.5
LEDUC 2015	38	13	1: 2.9
LEDUC 2016(!)	40*	16	1: 2.5

- 33 Positions, 7 CPO ( 31 funded RM)

#### Financial Considerations:

It is estimated that the Leduc Traffic unit will spend an estimated 7% on vacation, 7% on administrative duties, 7% managing the ATE program, 5% on training, 13% on prevention initiatives, 2% sick or on special absence, and 59% conducting enforcement. Using low estimates, about one violation ticket per hour (during this 59%), a single traffic safety officer will issue about \$285,120 in violation tickets per

annum. Given that about 70% is returned to the municipality, this means that each officer, even by conservative estimates, will produce a natural revenue of \$200,000 per year.

Although not included in this business case, another factor to consider is that Provincial fines increased by 35% in May of 2015. In 2014, the City experienced about 1.5 million dollars in fine revenues. If the same enforcement occurred in 2016, the anticipated revenues from fines would be about 2 million.

A question that has been raised is whether there is or would be too much traffic enforcement in 2015/16 with this strategy. While the community has already identified a need for greater prevention and enforcement in this area, it can also be helpful to look at other similar communities. In doing this, we can see that Leduc's enforcement is significantly lower today than other communities. In 2014, the total traffic revenue per 1000 population in Fort Saskatchewan was \$96,457. In Spruce Grove it was \$77,505 per 1000 population. In St. Albert and Leduc, it was \$53,586 and \$53,816 per 1000 population respectively.

It may be noted that the cost projection for the RCMP officers in 2016 is low (\$150,000). This is because one officer has already been approved for 2016 in the 2013-2018 multi-year policing budget. As the traffic positions will likely pay for themselves, this existing funding should be looked at as being diverted to the Support Staff Strategy (increasing support staff instead of officers alone).

An additional consideration given is that of CPO capacity and in particular the seasonal Weed Inspector position. Since 2012, the City of Leduc has retained the services of a seasonal Weed Inspector which filled a gap in service delivery of the weed program. As the city has grown, so have the demands for this service. The role is one where knowledge of the job and its responsibilities, the applicable laws and processes has immense value, but also the knowledge of the community and past history of complaints is crucial in capturing the efficiency in dealing with problem areas, repeat offenders and effective education and enforcement strategies.

The Weed Inspector position has served these needs well, however there are challenges in recruiting for a seasonal position and retaining staff from season to season. As such this business case also includes the change of the seasonal position to a year round CPO II. Long term needs would also benefit from having this position expanded to develop and manage a community focused winter program and also take on some work load impacts as a consequence of moving one CPO to the traffic unit.

#### Summary:

The 2015/16 resource strategy is designed to be considerate of all law enforcement needs; RCMP, CPO's, and Support Staff. Collectively, we are looking to have services that are the most cost-efficient, but also the most effective. We are looking to replace general duty officers that are needed in 2015 to be more responsive to our community, to create greater efficiencies in our service delivery (moving administrative tasks from officers to support staff), and to better address our CPO seasonal concerns. The major advantage of this 2015/16 strategy is that it will likely be cost-neutral or very close to cost neutral, with the costs that do come going to those persons who are causing the problems.

### 3. CRITICAL PATH/TIMELINE FOR IMPLEMENTATION

While the resources may not be in place until April 1, 2016 or later, if approved for January 1, 2016, it is important to still have the budget in place so that officers may still be used to staff the vacancies where required to ensure service delivery until the positions can be staffed.

**4. CORPORATE STRATEGIC PLAN:**

Goals	Impact (High Medium Low)	Outcomes
1. Community Character	Medium	1.2 - Successfully host the 2016 Summer Games. The RCMP is also looking to create a culture or sense of safety and well being in the community.
2. Community Wellness	High	2.3 - Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources
3. Transportation	N/A	N/A
4. Economic Development	Medium	Ensuring community safety has an impact on Leduc remaining attractive for business development.
5. Regional Partnerships & Governance	N/A	N/A
6. Fiscal Sustainability	Medium	6.5 - Maintain Leduc's attractive and competitive tax advantages

**5. IDENTIFICATION OF ALTERNATIVES AND ANALYSIS:  
(BENCHMARKING AND COMPARISON)**

This business case has not been completed from a “Best”, “Better”, or “Administrative Option” perspective, which has been the case in previous businesses cases. This business case is prepared from the perspective that these resources are required in order to proceed strategically with the minimum number of resources. Additional resources could be added, but they would not be strategic additions.

A detailed comparison, relative to traffic fine revenues, has been included in the “Financial Considerations” section in the narrative above.

	Alternative A	Alternative B (Do Nothing)
<b>Decision Criteria 1</b> Impact - Criminal Code Cases per Member	Reduction in criminal code cases per member to targeted levels.	Limited reduction in criminal code cases per member
<b>Decision Criteria 2</b> Impact - Crime Severity Index	Reduction in criminal code cases per member to targeted levels.	Limited reduction in crime severity index.
<b>Decision Criteria 3</b> Impact - Enhanced general duty member utilization	Increased use of administrative staff for administrative functions allowing for better use of general duty member time.	Current level of administrative requirements of general duty members.
<b>Service Level Impact</b>	Improved	Status Quo
	See above	
<b>Costs</b>	\$	\$
<b>Benefits</b>	\$	\$
<b>Net:</b>	\$	\$
<b>Viable / Not Viable</b>		

**6. RECOMMENDED ALTERNATIVE AND RATIONALE:**

The Leduc Detachment and Administration recommends to approval of one (1) members, one (1) full-time CPO 2 (from seasonal weed inspector position) and three (3) support staff given the anticipated increase in revenue stemming from the implementation of the new Integrated Traffic Unit initiative.

**7. CRITERIA RATING OF RECOMMENDED ALTERNATIVE**

- 1     2     3     4     5     6     7
- 8     9     10     11     12     13     14
- 15     16     17     18     19

**8. FINANCIAL IMPLICATIONS:**

Will this affect another department(s)? No

If "yes" above answer questions "a & b":

a) Department? *Choose an item*

b) Sub department? *Choose an item*

**Operating Budget:**

		Explanation (if required)	2016	2017	2018
Enforcement Service 8471 - Traffic			400,000	400,000	400,000
<b>Total Revenue</b>			<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
Contract Services	4510 - RCMP				
Salaries	1010 - Regular Earnings - FT Staff	3 Detachment Clerks	158,535	158,535	158,535
Benefits	2199 - Benefits	3 Detachment Clerks Benefits	36,467	36,467	36,467
Salaries	1010 - Regular Earnings - FT Staff	1 CPO II salary (currently \$24,000)	60,000	60,000	60,000
Benefits	2199 - Benefits	1 CPO II benefits	13,100	13,100	13,100
Expense	Other	1 CPO II other expenses	4,100	4,100	4,100
<b>Total Expense</b>			<b>272,202</b>	<b>272,202</b>	<b>272,202</b>
<b>Net Surplus (Deficit)</b>			<b>127,798</b>	<b>127,798</b>	<b>127,798</b>

*(Double Click anywhere on embedded spreadsheet to fill out)*

**Capital and/or One Time Project Budget**

**Capital Program:** *Choose an item*

		Explanation (if required)	2016	2017	2018
Capital Plan	Description				
Capital Plan	Description				

*(Double Click anywhere on embedded spreadsheet to fill out)*

**9. STAFFING REQUIREMENT (if applicable):**

Position Name: Detachment Clerk

Position Level: 3

Position Level Confirmed with HR: No

Full Time Classification Hours: 1950

Is this position a "Full time equivalent" = 1.0 FTE: Yes

If "no" enter the hours/week and weeks/year in the table below

How Many Hours/Week		
How Many Weeks/Year		
<b>For Finance Use Only</b>		
Hours Per Year	0	
FTE Dependent on Yearly Hours		
FTE Equivalent	1820	0.00
FTE Equivalent	1950	0.00
FTE Equivalent	2080	0.00
FTE Equivalent	2190	0.00

*(Double click anywhere in the embedded table to enter the hours/week and weeks/year):*

Position Name: CPO II

Position Level:

Position Level Confirmed with HR: No

Full Time Classification Hours: 2080

Is this position a "Full time equivalent" = 1.0 FTE: Yes

If "no" enter the hours/week and weeks/year in the table below

How Many Hours/Week		
How Many Weeks/Year		
<b>For Finance Use Only</b>		
Hours Per Year	0	
FTE Dependent on Yearly Hours		
FTE Equivalent	1820	0.00
FTE Equivalent	1950	0.00
FTE Equivalent	2080	0.00
FTE Equivalent	2190	0.00

(Double click anywhere in the embedded table to enter the hours/week and weeks/year):

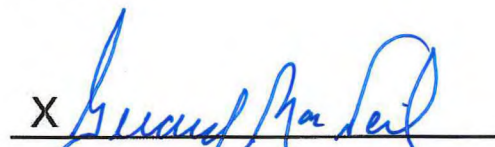
**10. HIGH LEVEL IMPLEMENTATION PLANS:**

*(Develop a high-level implementation plan reflecting the activities Administration will undertake in executing against the initiative, including key responsibilities and timing)*

Milestone (What)	Activity (How)	Responsibility (Who)	Timing (When)

**NOTE: WHERE A BUSINESS CASE IS MORE PROJECT ORIENTED AND/OR AFFECTS MANY STAKEHOLDERS AND CITY DEPARTMENTS, A PROJECT SCOPE STATEMENT SHOULD ACCOMPANY THE BUSINESS CASE.**

**SIGN - OFF**

X 

Director/Manager for the Business Unit  
Gerard MACNEIL, Manager  
RCMP Administration & Enforcement Services  
#1 Alexandra Park, Leduc, Alberta T9E 4C4

X



General Manager for the Department

Note:

The above 2 signatures are required before this document is included in budget deliberations.



## CITY OF LEDUC 2016 - 2025 CAPITAL AND ONE TIME PROJECT EXPENDITURES

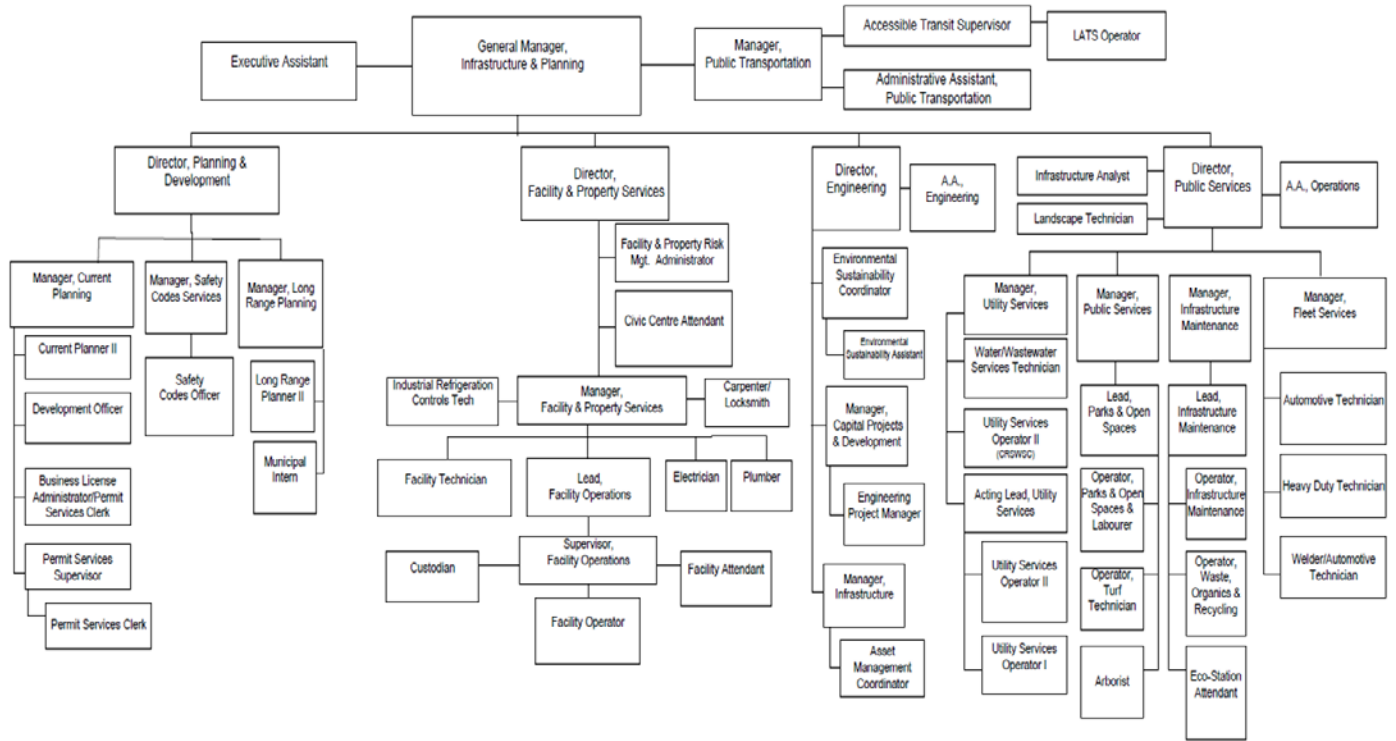
Project	Rank	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total Cost
<b>Mandatory / Critical Projects (Color Code: YELLOW)</b>												
<b>Community and Protective Services</b>												
089.182 Investigation Unit	4	75,000	0	0	0	0	0	0	0	0	0	75,000
089.192 Wildland Unit Modification	1	75,000	0	0	0	0	0	0	0	0	0	75,000
089.196 Engine 2	2	15,000	0	0	0	0	0	0	0	0	0	15,000
089.197 Gas Detection	3	20,000	0	0	0	0	0	0	0	0	0	20,000
089.198 Training Equipment for EMS	3	20,000	0	0	0	0	0	0	0	0	0	20,000
089.199 Station Alerting, Station 1	1	140,000	0	0	0	0	0	0	0	0	0	140,000
092.367 LRC CLASS System Software	4	300,000	0	0	0	0	0	0	0	0	0	300,000
095.024 New Equipment - Traffic Enforcement - General Patrol	1	49,655	0	0	20,000	0	0	20,000	0	0	0	89,655
095.030 Sonim Phones - Leduc RCMP	3	6,200	4,200	4,200	0	0	0	0	0	0	0	14,600
102.008 Community Sign Replacement	4	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
102.024 John Bole Field Facility	4	10,000	0	10,000	0	10,000	0	10,000	0	50,000	0	90,000
102.040 Spray Park at Alexandra Park	4	10,000	2,500	0	0	0	0	0	0	0	0	12,500
103.003 Playground Equipment	4	502,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,752,000
103.005 Park Enhancement Program	4	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
105.001 Aquatics Equipment Renewal	4	120,000	76,000	43,000	37,000	37,000	40,000	2,300	5,000	120,000	40,000	520,600
105.002 Fitness Equipment Renewal	4	127,000	128,475	98,000	94,900	91,400	58,600	103,500	90,500	101,500	91,400	985,275
089.100 Rescue Equipment	1	0	0	0	45,000	0	0	0	0	0	0	45,000
089.181 Breathing Air Compressor	2	0	85,000	0	0	0	0	0	0	0	0	85,000
089.184 Water and Ice Rescue Equipment	2	0	0	0	15,000	0	0	0	0	0	0	15,000
089.185 Thermal Imaging Camera Upgrade	2	0	0	0	15,000	0	0	0	15,000	0	0	30,000
089.186 Laundry Equipment Replacement	4	0	6,000	0	0	6,000	0	6,000	0	0	6,000	24,000
089.187 SCBA Replacement	1	0	0	0	0	390,000	0	0	0	0	0	390,000
089.188 Wildland Skid Unit	2	0	0	0	0	0	0	25,000	0	0	0	25,000
102.041 Lions Club Outdoor Rink	4	0	0	0	0	40,000	0	0	0	20,000	0	60,000
		<b>1,504,855</b>	<b>587,175</b>	<b>440,200</b>	<b>511,900</b>	<b>859,700</b>	<b>383,600</b>	<b>451,800</b>	<b>395,500</b>	<b>576,500</b>	<b>422,400</b>	<b>6,133,630</b>
<b>Total Mandatory / Critical Projects (Color Code: YELLOW)</b>		<b>1,504,855</b>	<b>587,175</b>	<b>440,200</b>	<b>511,900</b>	<b>859,700</b>	<b>383,600</b>	<b>451,800</b>	<b>395,500</b>	<b>576,500</b>	<b>422,400</b>	<b>6,133,630</b>
<b>Necessary Projects (Color Code: GREEN)</b>												
<b>Community and Protective Services</b>												
085.005 Social Needs Assessment	a	5,000	0	0	5,000	60,000	0	5,000	0	0	60,000	135,000
102.044 Public Art Project	a	40,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	130,000
102.050 North Telford Rec Land Development	a	350,000	400,000	250,000	250,000	0	0	0	0	0	0	1,250,000
102.051 Telford Lake Multiway	a	800,000	200,000	700,000	350,000	200,000	350,000	0	0	0	0	2,600,000
103.001 Multiway Development	b	250,000	215,000	215,000	490,000	215,000	215,000	215,000	215,000	215,000	215,000	2,460,000
089.200 Command Vehicle	g	50,000	0	0	0	0	0	0	0	0	0	50,000
089.201 Fire Services Safety Codes Vehicle	g	30,000	0	0	0	0	0	0	0	0	0	30,000
		<b>1,525,000</b>	<b>825,000</b>	<b>1,175,000</b>	<b>1,105,000</b>	<b>485,000</b>	<b>575,000</b>	<b>230,000</b>	<b>225,000</b>	<b>225,000</b>	<b>285,000</b>	<b>6,655,000</b>
<b>Total Necessary Projects (Color Code: GREEN)</b>		<b>1,525,000</b>	<b>825,000</b>	<b>1,175,000</b>	<b>1,105,000</b>	<b>485,000</b>	<b>575,000</b>	<b>230,000</b>	<b>225,000</b>	<b>225,000</b>	<b>285,000</b>	<b>6,655,000</b>
<b>Desirable Projects (Color Code: BLUE)</b>												
<b>Community and Protective Services</b>												
102.002 Alexandra Park Redevelopment	iv	60,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	150,000
102.012 Streetscape Development	iv	30,000	30,000	30,000	15,000	30,000	15,000	30,000	15,000	30,000	15,000	240,000
102.019 Cultural Village	vi	25,000	0	20,000	0	25,000	0	20,000	0	25,000	0	115,000
102.027 Lede Park Improvements	i	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
102.038 Fred Johns Shelter	iv	310,000	0	0	0	0	0	0	0	0	0	310,000
102.045 Outdoor Rinks	lv	200,000	0	0	0	0	25,000	540,000	0	0	0	765,000
102.055 Outdoor Skate Path	iv	30,000	200,000	0	0	0	0	0	0	0	0	230,000
103.009 Citizen Recognition/Sports Hall of Fame	iv	40,000	0	0	0	0	0	0	0	0	0	40,000
105.003 LRC Leased Space Reconfiguration	iv	40,000										40,000
102.033 Lede Park Road	i	0	150,000	1,700,000	0	0	0	0	0	0	0	1,850,000
102.039 LRC Additional Parking	v	0	500,000	0	0	0	0	0	0	0	0	500,000
102.043 Community Parks Parking Lot Improvements	v	0	300,000	150,000	200,000	200,000	250,000	250,000	300,000	300,000	300,000	2,250,000
085.006 Leasehold Improvement - Phase II Leduc Adult Learning Centre	v	0	40,000	0	0	0	0	0	0	0	0	40,000
		<b>985,000</b>	<b>1,480,000</b>	<b>2,160,000</b>	<b>475,000</b>	<b>515,000</b>	<b>550,000</b>	<b>1,100,000</b>	<b>575,000</b>	<b>615,000</b>	<b>575,000</b>	<b>9,030,000</b>
<b>Total Desirable Projects (Color Code: BLUE)</b>		<b>985,000</b>	<b>1,480,000</b>	<b>2,160,000</b>	<b>475,000</b>	<b>515,000</b>	<b>550,000</b>	<b>1,100,000</b>	<b>575,000</b>	<b>615,000</b>	<b>575,000</b>	<b>9,030,000</b>
<b>Total Projects</b>		<b>4,014,855</b>	<b>2,892,175</b>	<b>3,775,200</b>	<b>2,091,900</b>	<b>1,859,700</b>	<b>1,508,600</b>	<b>1,781,800</b>	<b>1,195,500</b>	<b>1,416,500</b>	<b>1,282,400</b>	<b>21,818,630</b>
<b>Unfunded</b>		<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>

# Infrastructure & Planning

2016 Operational Plan



**Infrastructure & Planning  
Organizational Chart**



Metrics	Planning & Development	Engineering & Infrastructure	Public & Utility Services	Facility & Property Services	Public Transportation	Executive Infrastructure & Planning Administration	Total
<b>Staff – Full Time Equivalent (FTE) *</b>	21.0	12.9	64.3	35.5	9.4	2.0	<b>145.1</b>
<b>Total Revenue</b>	\$6,600,396	\$2,376,134	\$15,633,656	\$377,226	\$265,395	\$0	<b>\$25,252,807</b>
<b>Total Expenditures</b>	\$2,579,291	\$3,170,223	\$20,089,478	\$7,379,508	\$1,639,568	\$323,378	<b>\$35,181,446</b>
<b>Net of Revenue Over Expenditures</b>	\$4,021,105	(\$794,089)	(\$4,455,822)	(\$7,002,282)	(\$1,374,173)	(\$323,378)	<b>(\$9,928,639)</b>
<b>Total Interfund Transfers</b>	(\$5,021,641)	(\$1,507,485)	(\$1,666,736)	(\$2,964,826)	(\$113,750)	\$0	<b>(\$11,274,438)</b>
<b>Net Surplus (Deficit)</b>	(\$1,000,536)	(\$2,301,574)	(\$6,122,558)	(\$9,967,108)	(\$1,487,923)	(\$323,378)	<b>(\$21,203,077)</b>
<b>Capital Budget</b>	\$3,398,500	\$33,377,000	\$4,012,600	\$2,862,406	\$0	\$0	<b>\$43,650,506</b>

\* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.

# Infrastructure and Planning Department

## Scope of Services

Infrastructure and Planning Department is made up of five functional units as depicted in the above operations chart. The scope of services is described as:

- **Planning and Development** produces a hierarchy of documents based on Council’s strategic vision that guide the planning and development of the physical, economic, and socio-cultural aspects of the City; and provide services to individual residents, community groups, business groups, and special interest groups to facilitate the planning process.
- **Engineering and Infrastructure Services** provides engineering and environmental expertise to the public, developers and the organization to ensure that all City infrastructure is designed and constructed safely and according to engineering and environmental best practices.
- **Public and Utility Services** provides services to maintain, operate and enhance the City’s transportation system, parks system, and fleet services.
- **Facility and Property Services** provides maintenance, project and facility management for all City owned and operated buildings to ensure their safety, efficiency and sustainability through the use of effective monitoring and tracking systems.
- **Public Transportation** provides specialized transit services, the management of livery transport services, and partnering with Leduc County to deliver local and commuter bus service. Strategic planning and design for local and regional public transportation needs.

## Infrastructure and Planning

### Service Profiles for 2016

## Capital Region Southwest Water Commission

### Capital Region Southwest Water Commission

**Description:**

Manage and operate the regional water transmission system in accordance and as specified in the contractual obligations and agreements.

**Strategic Alignment:**

5.5 Support the delivery of quality and cost effective regional services

**Business Unit:** CRSWSC Water Commission

## Engineering

### Asset Management

**Description:**

To track and manage \$700 million in assets the Engineering department is responsible for, including infrastructure for drinking water, wastewater, stormwater and roads. The asset management program under development will additionally encompass parks and fleet management.

Asset management involves the balancing of costs, opportunities and risks against the desired performance of assets to achieve the organizational objectives. Asset management also enables an organization to examine the needs for, and performance of, assets and asset systems at different levels. Additionally, it enables the application of analytical approaches towards managing an asset over the different stages of its lifecycle.

**Outputs:**

- Perform condition assessments on roads and sanitary.
- Long term planning and budgeting considering infrastructure lifecycles.
- Capital replacement programming.
- Identify and fill data gaps, to ensure accurate tracking of all engineering assets.
- Implement an asset management program.

**Strategic Alignment:**

6.3 Finalize and implement fiscal sustainability plan

**Business Unit:** Engineering

## Engineering Review/Advisory Services

**Description:**

Review and comment on engineering documents on behalf of the corporation. Includes a variety of internal requirements such as roads and buildings, and external requirements such as applications and plans. Ensure City engineering standards are current and meet acceptable professional engineering practices. Review and update bylaws, area structure plans, and subdivisions to ensure compliance with updated engineering standards.

**Outputs:**

- Provide support on complex and non-routine engineering matters
- This may include review of lot grading and servicing for private commercial and industrial lots
- Assist other departments with any engineering related assessments (i.e. development agreements, developer submissions, etc.)
- Review and maintain municipal engineering standards
- Update engineering standards to ensure they are current and meet acceptable professional engineering practices

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Engineering

## Intergovernmental Relations

**Description:**

The engineering department must maintain and develop relationships with other governments, including municipal, provincial and federal departments that the engineering department may have a current and future interest in. Examples include Leduc County, Alberta Transportation, Edmonton International Airport, Alberta Environment and Sustainable Resource Development. In the short term, these relations will be leveraged to advance the 65th Avenue interchange project.

**Outputs:**

- Liaison with regional, provincial and federal government partners and non-government organization, as required
- Advance the importance of 65th Avenue to capital region stakeholders
- Provide support documentation for grant applications (i.e. Building Canada Fund)

**Strategic Alignment:**

5.4 The organization identifies its desired role in the region and coordinates projects, interactions and advocacy to advance Leduc's interests

**Business Unit:** Engineering

## Project Management

**Description:**

Project management for preliminary design, final design and construction of capital works.

**Outputs:**

The engineering department must manage \$20 to \$30 million annually in capital infrastructure and roads projects.

- Capital engineering program projects are managed to successful completion with relevant standards, guidelines and regulations
- Road rehabilitation is planned effectively to upgrade aging infrastructure
- Road improvements are planned and managed to accommodate future growth (i.e. 65th Avenue intersection improvements)
- Determine appropriate offsite levies with developers to ensure new construction is funded appropriately based on growth
- Planning and future design and construction of capital infrastructure needs to accommodate growth (i.e. water reservoir)

**Strategic Alignment:**

3.4 The City of Leduc promotes safe and efficient movement of people and goods by investing in a balanced transportation system offering choice among mobility options

**Business Unit:** Engineering

## Environmental Sustainability

### Contract Management

**Description:**

Manage contractors to deliver on Council-approved services and projects (e.g. waste collection, environmental policy development).

**Outputs:**

- Contractors are managed to provide collection of waste, organics and recyclables from 8000 homes
- Eco Station enhancement opportunities are identified and implemented (e.g. collect new materials in cost effective manner)
- Strategies and policies are developed in a Leduc-specific manner and presented to Council to ensure progress on environmental issues (e.g. water efficiency, climate change readiness)

**Strategic Alignment:**

2.1 Increase waste diversion rate to 65 per cent by 2020

**Business Unit:** Environmental Sustainability

## Environmental Advocacy

### **Description:**

Coordinate initiatives and resources internally to represent Leduc's environmental interests with external stakeholder groups.

### **Outputs:**

- Leduc plays a leadership role at the Capital Region Waste Minimization Advisory Committee to ensure both the City's and the Leduc and District Regional Waste Management Authority's interests are addressed
- Participate in Capital Regional Sustainability Group to maintain contacts and to provide partnership opportunities on environmental programs
- Participate in regional watershed management stakeholder groups as appropriate to promote the best interests of the City of Leduc

### **Strategic Alignment:**

2.6 Leduc takes action to raise environmental awareness throughout the community and is an effective steward of its environmental resources

**Business Unit:** Environmental Sustainability

## Management of Environmental Program

### **Description:**

Manage the Leduc Environmental Advisory Board (LEAB) and ongoing environmental programs at both the community and corporate level.

### **Outputs:**

- Manage LEAB to ensure advice is provided to Council on environmental policy or new environmental issues are addressed
- The community is engaged several times per year with public awareness or events
  - hold one public Arbour Day event
  - one partnership event (e.g. TD tree planting, Rona Rain Barrel/Compost event)
  - one public recognition event for an environmental calendar day (e.g. Environment Week, Waste Reduction Week)
- Waste Diversion social marketing strategy is implemented to encourage appropriate behaviors
- Address corporate practices on procurement, pesticide use

### **Strategic Alignment:**

2.6 Leduc takes action to raise environmental awareness throughout the community and is an effective steward of its environmental resources

**Business Unit:** Environmental Sustainability

## Facility and Property Services

### Capital Projects and Technical Services

#### **Description:**

Project and contract management of capital projects, including providing consultative technical advice & direction, energy management, accommodation planning, budget estimates, construction and site inspections.

#### **Outputs:**

- Contract Management
- Consultative Technical Advice & Direction

- Energy Management
- Accommodation Planning
- Budget Estimates
- Construction/Site Inspections
- Change Orders
- Progress Payment Approvals

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Capital Projects

## Building Operations and Maintenance

**Description:**

Facilities maintenance, preventive maintenance, custodial, maintenance planning and execution.

**Outputs:**

- Building maintenance and repair: structural/electrical/mechanical/OHS public safety
- Computerized maintenance management (approximately 1538 work orders processed in 2014)
- Security Services (manage security contracts, intrusion systems, implement and participate in video surveillance monitoring and provide staff for Civic Centre atrium)
- Energy Management
- Preventive Maintenance Program (approximately 1930 PM's processed in 2014)
- Custodial Services for City facilities

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Facility Operations

## Insurance/Risk Management Program

**Description:**

Insurance and Risk Management Program, including safety reporting, insurance claims.

**Outputs:**

- 80 buildings/properties
- 315 specific pieces of equipment/vehicles
- All contents for entire City
- Certificates of Insurance as required

**Strategic Alignment:**

7.2 The City of Leduc manages its finances to deliver the best value for rate payers

**Business Unit:** Property Management

## Property Management

**Description:**

Business and community leases at LRC and other various locations, and land acquisition and disposal. Maintenance of a listing of strategic land acquisition and disposal, both short and long term.

**Outputs:**



- Business Leases (5 at the LRC, 7 at various locations and sites)
- Community Leases (3 at the LRC, 13 at various buildings and sites)
- Land Acquisition (as required)
- Land Disposal (as required)

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Property Management

## Planning and Development

### Advisory Services

**Description:**

Provision of advisory services to general public, builders, contractors on building and code requirements.

**Outputs:**

- Assisting the public and builders with interpretation and regulations of the building code

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Building & Safety Codes Services

### Building Permits

**Description:**

Processing of building permit applications and trade permits, conduct building, electrical, plumbing, gas and grading inspections, and ensuring that safety codes are adhered to.

**Outputs:**

Approval targets of 4 weeks residential – 8 weeks commercial/industrial

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Building & Safety Codes Services

### Inspections

**Description:**

City officials conduct inspections to ensure building codes are followed.

**Outputs:**

Approval target 2-3 days

Actuals for 2014:

- Building (residential) 3500 inspections
- Building (commercial/industrial) 600 inspections
- Electrical 3200 inspections
- Plumbing 1700 inspections

- Gas 1550 inspections
- Grading 550 inspections

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Building & Safety Codes Services

**Statistics Gathering, Monitoring and Reporting**

**Description:**

Gather statistics for items listed under building and safety services to be communicated to administration and taxpayers.

**Outputs:**

- Monthly and YTD reporting

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Building & Safety Codes Services

**Trade (Safety Code) Permits**

**Description:**

Review and issuance of trade permits.

**Outputs:**

Approval target 6-8 weeks

- HVAC \$392,000 revenue from permits
- Electrical \$289,900 revenue from permits
- Plumbing \$116,280 revenue from permits
- Gas \$79,400 revenue from permits

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Building & Safety Codes Services

**Advisory Services**

**Description:**

Advising on development options, regulations and process for general public and developers.

**Outputs:**

- Provide information in accordance with regulatory plans.

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Current Planning and Development

## Current Planning and Development

### **Description:**

Deliver services such as permits and licenses to residents, and community, business, and special interest groups, including review, ensuring compliance with planning guidance documents (IDP, MDP, area structure plans and land use bylaw), approvals, and management of the overall process for all types of planning applications.

### **Outputs:**

- Zoning amendments - Approval process target 3 months
  - 7 zoning amendments
- Plan approvals and amendments Statutory Plans, Area Structure Plans and Outline Plans - Approval process target 3 months
  - 1 plan approvals and amendments
- Subdivision approvals - Approval process must be completed in 60 days
  - 11 subdivision approvals
- Development agreements - Approval process target 4 weeks
  - 5 development agreements
- Development permits - Approval process target 2 weeks res. 4 weeks com/Indus. Decisions on permit applications:
  - 766 development permit applications without variances
  - 5 development permit applications with variances
- Information and advisory encounters - Access wait time for information and advisory encounters
  - 24 hours
- Enforcement actions - Resolution target 1-2 weeks
  - 152 enforcements
- Variances
  - 6 variances
- Appeals processed
  - 6 appeals
- Compliance Certificates - Approval process target 1 week (rush 3 days)
  - 589 compliance certificates
- Capital Region Board submissions - Processing time - process in 4 weeks
  - 1 CRB submission

\*All data is from 2013

### **Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Current Planning and Development

## Enforcement

### **Description:**

Enforcement of land use bylaw and applicable sections of the Municipal Government Act (MGA) and business license bylaw. Responding to complaints, investigations, issuing orders and notices.

### **Outputs:**

- Enforce land use bylaw and applicable sections of the MGA to provide safety and security for the community

- Enforce business license bylaw to ensure all businesses operating within Leduc have a valid business license

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Current Planning and Development

### Interdepartmental Coordinator

**Description:**

Co-ordination of interdepartmental activities, actions and communications for building, development, infrastructure, business licences and planning.

**Outputs:**

- Provide advice to internal departments on all planning related issues
- Receiving comments from internal departments on proposals contained within planning documents

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Current Planning and Development

### Management of Planning and Building Statistics

**Description:**

Processing, gather and report planning permits, building permits, business licenses, taxi permits and safety services to Administration and taxpayers for the purposes of economic indicators and public safety.

**Outputs:**

- Statistics for permits, licenses and safety services

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Current Planning and Development

### Long Range Planning

**Description:**

Development of a hierarchy of long range policy documents that guide the development and planning for the City of Leduc, including Inter-municipal, Municipal, Downtown, Neighbourhood Redevelopment Plans, Neighbourhood Design Guidelines, Attainable Housing Strategy, and other supporting planning documents. Participate in the development of Capital Region Board activities, plans and events to represent the City of Leduc's interests.

**Outputs:**

- Inter-municipal Development Plan
- Municipal Development Plan
- Downtown Development Plan
- Neighborhood Redevelopment Plans
- Neighbourhood Design Guidelines

- Attainable Housing Strategy

Update frequency – every 5 years

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Long Range Planning

## Provide Process Expertise

**Description:**

Provide expert advice on various public consultations and implementation of planning processes. Advising in the areas of social, environmental and economic sustainability in relation to the long-term growth of the community.

**Outputs:**

- Annexation
- Public and stakeholder consultations
- Advice and implementation of planning processes
- Liaising with local and regional stakeholders and government bodies
- Collecting, analysing and disseminating information related to housing and real estate markets
- Capacity to undertake consultation and program plan projects

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Long Range Planning

## Public Services

### Manage the City’s Vehicle Fleet

**Description:**

- Comprehensive management of the city’s fleet vehicles including - alterations, repair and preventative maintenance.
- Fleet management and capital replacement process, including specify, acquire/procure, maintain, keep and manage records, set standards, administer contracts and dispose/decommission. Maintain a safe and dependable equipment and vehicle fleet.
- Fleet Management and Capital Replacement Process
- Functional fleet and equipment units: specify, acquire/procure, maintain, keep and manage records, set standards, administer contracts, dispose/decommission

**Outputs:**

- Plan, direct and manage the annual fleet replacement programs for 120+ units
- Fleet replacement value of \$11 million
- Forecast the corporations capital fleet needs for 10 yr. plans
- Maintained per APWA recommended standards for scheduled preventative and routine maintenance
  - Light truck – 5,000 km
  - Commercial truck – 250 hours
  - Equipment service – 250 hours

- Lawn mowers/sweepers – 150 hours
- Handibuses, ambulances, bylaw cars – 5,000 km
- Safety and other mandated checks, as required
  - Commercial Vehicle Inspection – annually
  - Handibus inspection – semi-annually
  - Ambulance Alberta Health inspections – semi-annually
  - Fire apparatus commercial vehicle inspections - annually
- Repairs and overhauls, as required
- Fuelling and cleaning as required
- 40' Newflyer Transit Busses - 4
- Arboc Transit Busses - 5
- Emergency Repairs - regular and after hours

**Strategic Alignment:**

6.3 Finalize and implement fiscal sustainability plan

**Business Unit:** Fleet Services

### Eco Station Program

**Description:**

Provide alternative waste diversion strategies for specific waste programs such as e-waste, household hazardous waste and paper products. Alternative site for organics program.

**Outputs:**

- Open six days per week - Monday – Saturday
- 2014 Diversion Weight - 350+ tonnes

**Strategic Alignment:**

2.1 Increase waste diversion rate to 65 per cent by 2020

**Business Unit:** Infrastructure Maintenance

### Maintenance of Road Surface, Bridges, Overpasses, Control Devices and Multiway

**Description:**

Maintenance activities as required to ensure meet City standard for road surface and ride quality, including inspections, crack sealing, pot hole patching, grading of gravel roads and lanes, guard rail repair, cleaning/sweeping, animal removal and dust control.

**Outputs:**

Repair & maintenance of 224 km (444 lane km) of paved roads Overall: road surface quality - measured

- Inspections:
  - Paved Highway: 1 / 3 years
  - Paved Arterials: 1 / 3 years
  - Paved collectors: 1 / 3 years
- Crack sealing
  - Paved Arterials: 1/year, as required
  - Paved collectors: 1/year, as required
  - Central Business District: 1/year
  - Paved Residential: every 1 year
  - Paved Lanes: every 1 year
- Pot hole patching
  - Paved Highway: 1/year, and, as required

- Paved Arterials: 1/year, as required
- Paved collectors: 1/year, as required
- Central Business District: 1/year, as required
- Paved Residential: 1/year, as required
- Paved Lanes: 1 /year, as required
- Grading gravel roads: twice /week
- Grading gravel lanes: 5 times year
- Guard rail repair: as required
- Bridges and Overpasses
  - Clean and inspect, 1/3 years
  - Repair programs as established by annual and detailed inspections
  - Detailed inspection every 1/3 years
- Street Cleaning
  - Paved Highway, Arterial, Collectors, Central Business District, Residential:
    - Full-time Sweeper April - October, as required
  - City Owned Parking Lots:
    - sweepings annually, as required
- Litter pick-up:
  - 2 times/week
- Street oiled and/or calcium applied
  - oil/calcium 18 km (36 lane km) of rural streets
- Repair of 80 km of Multiway
  - overlay, crack sealing, as required

**Strategic Alignment:**

3.4 The City of Leduc promotes safe and efficient movement of people and goods by investing in a balanced transportation system offering choice among mobility options

**Business Unit:** Infrastructure Maintenance

## Maintenance of Sidewalks

**Description:**

Public Services constructs and maintains the City of Leduc's sidewalk system.

**Outputs:**

Per Policy Number 32.00.1, there are three categories of sidewalks based on pedestrian volume. Inspections will be performed:

- On Category A sidewalks annually
- On Category B sidewalks bi-annually
- On Category C sidewalks every 5 years, on a rotating schedule

Defects and hazards are prioritized based on severity of hazard, drainage and budget available and repair made as appropriate.

Other service level considerations include installation of pararamps

**Strategic Alignment:**

3.4 The City of Leduc promotes safe and efficient movement of people and goods by investing in a balanced transportation system offering choice among mobility options

**Business Unit:** Infrastructure Maintenance

## Public Services Support – Infrastructure Maintenance

**Description:**

Organizational support throughout the year for other municipal services.

**Outputs:**

- Support to the Leduc Farmer's Market and other civic events
- Delivery of barriers and support for road closures

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Infrastructure Maintenance

## Roadway Snow and Ice Control

**Description:**

Street and alley plowing and removal, parking lot plowing and street sanding as per levels of service as outlined in Snow Removal Policy 31.02.03.

**Outputs:**

- Snow removal as per policy number 31.02.03:
  - Level 1 Priority snow plowing generally occurs within 12 hours following 2 to 5 cm of snow for Level 1 Priority streets.
  - Level 2 Priority snow plowing generally occurs after snow accumulation of 5 to 10 cm of snow and after all Priority 1 streets have been plowed.
  - Snow plowing may occur on any street, road or lane at any time if the street becomes impassable for emergency response vehicles.
- Parking Lots
  - The City owned parking lots will be cleared & initially snow stockpiled within the parking lot. Normally parking lots will be cleared after an accumulation of 5 to 10 cm of snow.
  - Level 1 parking lots will normally be cleared within 24 hours following an accumulation of 5 to 10 cm of snow. Level 2 parking lots will normally be cleared within 72 hours following an accumulation of 5 to 10 cm of snow
- Snow Removal
  - Level 1 Priority will be given to the downtown commercial area of the City. Removal normally occurs after an accumulation of 5 cm. of compacted snow and within 24 hours after snowfall has stopped or as soon as the majority of businesses have cleared their sidewalks.
  - Level 2 Priorities are the remaining streets in the downtown core. Snow will normally be removed after an accumulation of 7 to 10 cm of compacted snow.
  - Level 3 Priorities for snow removal are the collector streets within the various subdivisions. Snow will normally be removed after an accumulation of 7 to 10 cm of compacted snow.
  - Level 4 Priorities are normally identified as residential streets. Snow removal will normally occur after an accumulation of 15 cm of compacted snow or when access by emergency vehicles is severely impaired. Residential snow removal will be scheduled to accommodate 2 removals per season or as snowfall dictates.
- Ice Control (Sanding)
  - As road conditions become slippery, abrasives and/or melting agents may be applied to hazardous locations such as intersections, curves, hills, railway crossings and school crosswalks.
- The priority for ice control will be:
  1. Streets identified in the Snow Plowing Schedule, downtown area crosswalks & intersections abutting schools, curves or hills.



2. Collectors identified in the Snow Removal Schedule.
3. Residential intersections, and lane entrances and exits only as required.

**Strategic Alignment:**

3.4 The City of Leduc promotes safe and efficient movement of people and goods by investing in a balanced transportation system offering choice among mobility options

**Business Unit:** Infrastructure Maintenance

## Storm Water Drainage and Collection

**Description:**

Protection from flooding by way of: inspection; drainage collection system operation, maintenance; repair, catch basin cleaning; stream thawing culverts and catch basins; culvert cleaning; ditch clearing; record inventory, condition and value of drainage infrastructure. The management, collection and disposal of storm water to domestic and commercial residents.

**Outputs:**

- Drainage:
  - Overall service level: 0 floods Mainlines, Manholes, and Catch Basins:
  - Inspect and clean 100% annually (Manholes & CB's)
  - Spring thawing, as required
  - Spot repairs, as required
  - Flush problem mains 4/year
- Soak Aways, Outfalls, and Culverts:
  - Inspect and clean 1/year
- Collection:
  - Storm water services are clean and safe:
    - Services protect property and people from the impacts of flooding
    - Stormwater is managed without risk to public health
- The service availability is appropriate to community needs:
  - All customers are provided with an adequate stormwater outlet
  - The stormwater service is reliable
  - Service calls are responded to promptly
- Current operations have minimal impact on the natural environment:
  - Stormwater is managed without adversely affecting the quality of the receiving environment
- Planning and investment respects the needs of future generations:
  - Appropriate stormwater services will be available to future generations

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Infrastructure Maintenance

## Traffic Management

**Description:**

Functional traffic control devices/markings that provide a safe environment for pedestrian and vehicular traffic.

**Outputs:**

Installation and maintenance of traffic control devices and traffic markings:

- Visibility of signs and markings

- Pavement markings: painting twice/year; crosswalks, as needed
- Signs: maintain, repair, and replace, as required

**Strategic Alignment:**

3.4 The City of Leduc promotes safe and efficient movement of people and goods by investing in a balanced transportation system offering choice among mobility options

**Business Unit:** Infrastructure Maintenance

## Cemetery Internments

**Description:**

Plot sales; interments; records management

**Outputs:**

- Choices for burial: plots and columbaria
- Interments and cremation excavations provided as requested
- Grounds maintenance and landscaping

**Strategic Alignment:**

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources

**Business Unit:** Parks & Open Spaces

## City Owned Fences

**Description:**

Inspection; repairs; maintenance to facilitate the security/control of access to City properties.

**Outputs:**

- Frequency of inspections – 1/week
- Timeliness of repairs –within 24 hours or 7 days, if contracted out.

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Parks & Open Spaces

## Multiways

**Description:**

Maintenance of multiways, path and trail surfaces through inspections and repairing surfaces.

Maintenance of 80 km of paved multiway and trails.

**Outputs:**

- Inspections, removal of litter and debris, signage, small repairs
- Snow removal once depth reaches 2 cm; swept to bare surface; Level 1 Priority = within 48 hours

**Strategic Alignment:**

3.4 The City of Leduc promotes safe and efficient movement of people and goods by investing in a balanced transportation system offering choice among mobility options

**Business Unit:** Parks & Open Spaces

## Parks and Green Spaces, Urban Forest and Amenities

**Description:**

Maintenance activities as required to ensure they meet City standards for beautification, accessibility and Community in Bloom 5 bloom rating. Activities include landscaping, pest control, inspection and

maintenance of City owned fences, cemetery interments, bird houses, wildlife signage, lookout points, bus stops maintenance and turf maintenance and repairs. Includes third party contract management.

- Arboriculture: pruning, removal, planting, monitoring, stump grinding, watering, pest control, fertilizing, advising residents, Dutch elm disease program, natural tree stand inspection
- Turf maintenance: mowing, weed eating, aerating, over-seeding, fertilizing, herbicide spraying, top dressing, repairing, irrigation
- Removal of pests and wildlife from within the community
- Horticulture: weed control, shrub beds, chipping, plantings, spring and fall clean-up, watering annuals and perennials, fertilizing and park beautification

### **Outputs:**

- “Green City”. Hazardous trees identified/assessed and corrective action taken.
  - Pruning frequency every 6 years for all species, except Elm (yearly)
  - Removal of dead trees, as required
  - Park turf – 12 to 16 cuttings per season
  - High Profile turf areas - 20 cuttings per season
  - Rural roads and reserves – 2 cuttings per season
  - Highway Buffer turf - 2 cuttings per season
  - Highway ditches - 2 cuttings per season
  - Weed control and fertilization in parks – twice per year
  - Collect garbage daily
- Overall: amount and quality of plantings; frequency of maintenance; maintain Community in Bloom 5 Bloom rating
  - Boulevard and park specimen trees
    - Planned pruning performed on 6 year rotational cycle for elms; others ongoing
    - Pest Control, Mulching of tree base performed every 3 years
    - Watering of all newly planted trees for a period of 2 years (2 year maintenance period by Developer)
    - Response to storm damage and dangerous trees performed within 2 hours
    - Annual replacement of trees as needed to provide zero net loss
    - Monitoring of evasive pest year-round
    - Pruning performed for trees impacting power lines and streetlights every 5 years. Fortis responsible for trees impacting power lines
    - Respond to Service Requests within 24 hours, i.e. broken/low hanging branches
- Shrub beds, ornamental areas and flower beds
  - Water, fertilize and deadhead flowers daily
  - Weeding of all shrub beds – 30 day cycle
  - Mulching of shrub beds - 1 every 3 years
  - Insect, pest and weed control, daily
  - Pruning and trimming of shrubs – 1 per year
  - Pruning and trimming of hedges - 1 per year
  - Watering, as required during drought conditions
  - Shrub replacement, as required
  - Preparation, planting, and removal of flowers – once per season
- Bus Stop Maintenance (82)
  - Litter and garbage collection
  - Bus pad cleaning
  - Snow and ice control
  - Grass cutting
  - Repairs, as required

- Third Party Maintenance Contracts:
  - Dr. Woods House Museum
  - Leduc and District Chamber of Commerce
  - Leduc Grain Elevator
  - Protective Services Building
  - Outdoor pool and spray park
  - Leduc Library

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Parks & Open Spaces

**Provide Outdoor Recreation Facilities**

**Description:**

Outdoor recreation facilities are installed and monitored by the public services department to meet the needs of current and future residents.

- 33 Sports fields
- 4 Tennis courts
- 18 grass/asphalt surface outdoor rinks
- 2 boarded outdoor rinks
- 1 Skateboard parks
- 14 lakes & storm ponds
- 150 Garden plots
- 31 Playgrounds
- 4 basketball courts
- 8 fire pits
- 2 water features
- 1 outdoor fitness park
- 2 dog parks
- 1 spray park
- Telford Lake

**Outputs:**

- Sports field turf
  - Mow once/twice per week
  - Weed control and fertilization, 3 per year
- Maintenance of shale ball diamond infields including
  - Dragging, levelling, sweeping and vegetation control
- Outdoor rinks
  - Swept and flooded daily provided all sidewalk & multiways have been cleared of snow
- Repairs to fencing at ball diamonds, tennis and in-line hockey courts
- Toboggan Hill - safety inspections performed biweekly during winter including:
  - Protective barriers placed at bottom of hills
  - Garbage pick-up and Snow/wooden ramps removed bi-weekly
- In-line hockey, tennis courts and skateboard park – maintenance includes:
  - Sweep and flush clean ramps, as required
  - Litter pick up – once per week
  - Repairs to nets and posts, as required

- School ground maintenance - as per the Joint Use Service Agreements with the Public & Separate Schools
- Portable Washrooms servicing – 1/week spring to fall
- Playgrounds
  - Comprehensive Inspection – once per year
  - Weekly in summer
  - Biweekly in winter
  - Repairs - as required
  - Project assistance to various school Parent Groups, as requested
- Park Amenities:
  - Solid waste receptacles emptied, once per week
  - High profile areas, twice per week
  - Furnishings, such as benches, tables, receptacles, repaired/installed, as required
  - Fire Pits and stoves - cleaned monthly from May to September
  - Bollards and Posts inspected annually/installed, repaired as required
  - Park signage - inspected monthly
- Respond to service requests as soon as possible
- Telford Lake
  - Weed cutting
  - Water quality and level monitoring
- Storm Ponds
  - Fountain installation/removal
  - Water quality
  - Weed cutting

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Parks & Open Spaces

**Public Services Support - Parks and Open Spaces**

**Description:**

Organizational support throughout the year for other municipal services.

**Outputs:**

- Communities in Bloom
- Boys and Girls Club
- Leduc and District Chamber of Commerce
- Schools
- Community Organizations
- Telford House
- Churches
- Seniors Homes
- Leduc Environmental Advisory Board
- Environment and Sustainable Resource Development

**Business Unit:** Public Services - Parks & Open Spaces

**Special Event Support**

**Description:**

Special events logistics; installation of fixtures and amenities; Christmas light and banner installation.

**Outputs:**

Capability to meet requests for specific services and times

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Parks & Open Spaces

## Public Services Support - Utility Services

**Description:**

Organizational support throughout the year for other municipal services.

**Outputs:**

Duties as required

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc's natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Utility Services

## Wastewater Collection

**Description:**

Ensuring that wastewater is collected without interruption from sanitary lateral connections across the city including households, businesses, public services and emergency agencies.

**Outputs:**

- Wastewater source control
- Maintain/upgrade/replace 156 km of sanitary mains
- Maintain/upgrade/replace over 10,000 sewer lateral connections
- Maintain/upgrade/replace 1930 sanitary manholes
- Asset Management
  
- Overall: 100% of sanitary sewer collected without interruption
- Sanitary Laterals
  - 24 hour emergency service – Respond to emergency backups within 60 minutes
  - Maintain sanitary lateral root control program (herbicide application)
  - Inspect laterals for condition assessments
- Wastewater Mainlines
  - Respond to emergency backups within 20 minutes
  - 24 hour emergency service – respond to emergency backups within 20 minutes
  - Inspect mainlines for condition assessments
- Wastewater Source Control Program
  - Inspect City businesses to ensure they are not exceeding MAC in wastewater effluent
  - Work with ACRWC to sample City businesses
  - Work with ACRWC to educate customers on wastewater bylaw prohibited contaminants
- Wastewater Lift Stations
  - Daily inspection of pumps and valves; maintenance, as required
  - Weekly generator testing
  - 24 hour emergency service – respond to problems within 20 minutes

- Testing as per legislative requirements

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Utility Services

**Water Distribution**

**Description:**

Ensuring that water is distributed to different water users across the city including households, businesses, public services and emergency agencies. Provision of potable water, installation of water meters, provision of flows for fire suppression, provision of water hydrants for bulk users.

**Outputs:**

- Safe, clean potable water delivered through water network
- Water meters installed
- Service requests acted upon
- Hydrants installed and maintained
- Water infrastructure maintenance
- Overall: 100% of demand met; under 10% of water unaccounted for (hydrant flushing, water breaks, tree watering etc.).
- Water meters
  - Water meters are radio-read every 2 months and as required for new and closed accounts
  - New meter installations, as requested within 10 days
- Water mainlines
  - Water main and service line repairs, as required
  - 24 hour emergency service – respond to breaks within 20 minutes
- Water transmission
  - Valves inspection, program to be deployed (uni-directional flushing)
  - Valves repaired, as required
  - 24 hour emergency service – respond to breaks within 20 minutes
- Water reservoir and pump house
  - Daily inspection of pumps and valves; maintenance, as required
  - Daily water quality control testing
  - Water samples, as required
  - 24 hour emergency service – respond to problems within 20 minute
- Testing as per legislative requirements
- Water emergency plan updated annually
- Hydrant inspection and flushing 2/year
- Hydrant replacement and repair, as required

**Strategic Alignment:**

1.7 The City protects, conserves and enhances Leduc’s natural and constructed environments; and employs sound planning principles, innovation and technology to promote sustainable growth and development of Leduc

**Business Unit:** Utility Services

**Public Transportation**

## Conventional Transit Service

### **Description:**

Bus service Monday to Friday (excluding holidays), peak hours 6am to 9am and 4pm to 7pm. Commuter service from Leduc to Edmonton. Edmonton via Nisku to Leduc. Local routes operating in west and south Leduc plus service to EIA via Leduc Business Park and hospitality corridor on Sparrow Crescent. 65% funded by City of Leduc and 35% by Leduc County.

### **Outputs:**

- Weekday peak hour commuter bus service to and from Edmonton to Leduc via Nisku
- Three 40' buses used for the AM peak hour service (6:08am – 9:07am) and PM peak hour service (4:05pm – 7:34pm)
- 30 minute frequency on commuter and local routes
- No service on weekends and stat holidays
- Wheelchair accessible, low floor buses used
- Develops, manages all fare products and its distribution services to cater to all ages and frequency of use
- Three Park & Ride locations

### **Strategic Alignment:**

3.2 Evaluate and enhance Leduc's transit system and service

**Unit:** Conventional Transit

## Charter Service

### **Description:**

The City provides opportunities for groups or individuals to book a bus or buses to travel to locations inside and outside of Leduc. Restrictions will be in place to ensure the safety of passengers and drivers, and to ensure there are no conflicts with existing conventional and specialized transit service. Bookings of charter must be made at least one week from the date of the event.

### **Outputs:**

- 4 New Flyer (40 foot bus) can seat 39 passengers
- 5 Arbocs (28 foot bus) can seat 21 passengers
- 5 LATS buses can seat 16 passengers
- Travel will be limited to approximately 80 kilometers from Leduc
- Two hour minimum with time starting once the bus departs the garage and ends once the bus returns to the garage
- The Manager of Public Transportation or delegate will have the right to refuse any charter requests for any reason

### **Strategic Alignment:**

3.2 Evaluate and enhance Leduc's transit system and service

**Business Unit:** Conventional Transit

## Leduc Assisted Transportation Services

### **Description:**

City owned and operated accessible 16 passenger buses with access for 4 wheelchairs. Door to door service for passengers with physical and/or cognitive disabilities and seniors 65+.

### **Outputs:**

- Service area within City limits using wheelchair accessible vehicles
- All customers must be pre-registered and meet qualifications



- Hours of service - weekdays 8:00am to 9:30pm, weekends 9:00am to 5:30pm, no service on statutory holidays
- Fleet of 5 buses
- Average 4 buses running during weekday
- One bus in the evenings (5:00pm – 9:30pm) and one on weekends (9:00am – 5:30pm)
- Door to door service based on pre-booking arrangement based on availability
- Subscription bookings for repeat trips available
- \$4.00 per one way trip or unlimited use monthly pass
- Agreement with Edmonton Transit - DATS to provide booking, scheduling and dispatching administration

**Strategic Alignment:**

3.2 Evaluate and enhance Leduc’s transit system and service

**Business Unit:** Specialized Transit

### Livery Transport Services Management

**Description:**

Manage licenses to provide taxi services locally in the City of Leduc

**Outputs:**

- Management of all taxi vehicle permits and taxi business licenses that operate within the City of Leduc
- Manages the compliance and responsible for the municipal bylaws that impact the livery industry for the City

**Strategic Alignment:**

3.4 The City of Leduc promotes safe and efficient movement of people and goods by investing in a balanced transportation system offering choice among mobility options

**Business Unit:** Taxi Livery

## Leduc and District Regional Waste Management Authority

### Leduc and District Regional Waste Management Authority

**Description:**

Provide support to the regional district waste management authority in accordance and as specified in the contractual obligations and agreements

**Strategic Alignment:**

5.5 Support the delivery of quality and cost effective regional services

**Business Unit:** Regional Waste Authority

## Operating Budget Summary - INFRASTRUCTURE &amp; PLANNING

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	39,180	52,391	45,856	110,180	62,000	45,000	45,000
Inter-Divisional Revenue	1,473,816	1,722,455	0	1,958,805	2,171,700	2,171,700	2,171,700
Interest & Penalties	161,382	164,865	161,499	160,000	170,000	176,000	183,000
Net Taxes - Revenue	19,588	10,200	25,364	20,290	18,806	18,806	8,606
Other Income	8,080,014	7,553,997	6,487,617	9,185,015	4,622,196	8,611,000	10,321,000
Rent Revenue	395,570	462,332	345,626	293,800	379,326	382,586	326,343
Sale of Services	3,830,447	4,598,044	3,435,553	3,988,140	3,256,779	3,375,621	3,571,819
Utility Services Revenue	11,498,099	12,539,073	11,542,572	13,224,900	14,572,000	15,667,000	16,876,000
<b>Total Revenues</b>	<b>25,498,096</b>	<b>27,103,356</b>	<b>22,044,088</b>	<b>28,941,130</b>	<b>25,252,807</b>	<b>30,447,713</b>	<b>33,503,468</b>
<b>Expenditures</b>							
Employee Benefits	1,562,821	1,812,227	1,851,425	2,163,776	2,316,848	2,308,517	2,306,175
Salaries & Wages	8,221,216	9,021,680	8,996,098	10,153,018	10,531,216	10,491,208	10,474,635
<b>Total Staff Costs</b>	<b>9,784,037</b>	<b>10,833,907</b>	<b>10,847,523</b>	<b>12,316,794</b>	<b>12,848,064</b>	<b>12,799,725</b>	<b>12,780,810</b>
Bank Charges & Interest	2,508	16,978	1,031	10,500	10,000	10,000	10,000
Contract Services	3,526,442	3,914,573	3,784,614	4,536,011	4,120,543	4,099,045	4,234,517
Cost of Utilities Sold	5,303,819	5,690,754	5,065,300	6,306,000	7,073,000	7,784,000	8,541,000
General Services	846	8,118	1,714	10,000	1,000	1,000	1,000
Inter-Divisional Expenses	1,240,643	1,526,791	0	1,673,460	1,867,725	1,867,725	1,867,725
Interest on Long Term Debt	2,170,755	2,069,570	2,082,729	2,194,106	2,528,774	2,391,159	2,422,579
Materials & Supplies	1,679,236	2,066,898	1,956,984	2,253,420	2,517,471	2,497,532	2,543,214
Repairs & Maintenance	838,815	862,077	770,281	889,919	904,218	937,230	966,671
Telephone & Communications	18,132	16,362	14,272	19,450	20,650	22,350	24,050
Training & Development	171,891	176,619	191,141	223,886	218,486	239,831	244,986
Utilities - expense	2,629,659	2,701,381	2,309,486	2,812,874	3,071,516	3,239,768	3,406,680
<b>Total Operational Costs</b>	<b>17,582,747</b>	<b>19,050,122</b>	<b>16,177,553</b>	<b>20,929,626</b>	<b>22,333,383</b>	<b>23,089,640</b>	<b>24,262,422</b>
<b>Total Expenditures</b>	<b>27,366,784</b>	<b>29,884,029</b>	<b>27,025,076</b>	<b>33,246,420</b>	<b>35,181,447</b>	<b>35,889,365</b>	<b>37,043,231</b>
Net of Revenue Over Expenditures	(1,868,688)	(2,780,672)	(4,980,988)	(4,305,290)	(9,928,640)	(5,441,652)	(3,539,763)
<b>Net Interfund Transfers</b>							
Debt Repayment	(2,319,658)	(2,468,948)	(2,170,683)	(2,257,134)	(3,724,989)	(3,862,608)	(3,977,131)
Transfers to Reserves	(12,617,649)	(30,123,517)	0	(13,846,867)	(9,751,613)	(13,789,890)	(15,596,155)
Transfers from Reserves	77,738	17,268,508	0	323,988	2,202,164	1,977,249	1,949,702
<b>Total Interfund Transfers</b>	<b>(14,859,569)</b>	<b>(15,323,957)</b>	<b>(2,170,683)</b>	<b>(15,780,013)</b>	<b>(11,274,438)</b>	<b>(15,675,249)</b>	<b>(17,623,584)</b>
"Net Surplus (Deficit)"	(16,728,257)	(18,104,630)	(7,151,671)	(20,085,303)	(21,203,078)	(21,116,901)	(21,163,347)

## Operating Budget Summary - Infrastructure & Planning Administration

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditures</b>							
Employee Benefits	39,986	65,567	40,381	43,101	44,742	44,742	44,742
Salaries & Wages	252,962	252,131	233,850	265,486	265,486	265,486	265,486
Total Staff Costs	292,949	317,698	274,231	308,587	310,228	310,228	310,228
Materials & Supplies	2,552	1,630	1,492	1,600	1,650	1,700	1,750
Training & Development	8,457	9,073	11,720	12,220	11,500	11,500	11,500
Total Operational Costs	11,009	10,703	13,212	13,820	13,150	13,200	13,250
Total Expenditures	303,958	328,401	287,443	322,407	323,378	323,428	323,478
Net of Revenue Over Expenditures	(303,958)	(328,401)	(287,443)	(322,407)	(323,378)	(323,428)	(323,478)
"Net Surplus (Deficit)"	(303,958)	(328,401)	(287,443)	(322,407)	(323,378)	(323,428)	(323,478)

## Operating Budget Summary - Engineering

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	39,180	0	0	39,180	0	0	0
Net Taxes - Revenue	19,588	10,200	25,364	20,290	10,200	10,200	0
Sale of Services	156,904	170,873	167,291	174,222	193,934	203,081	212,684
Utility Services Revenue	1,922,406	2,001,630	1,771,123	2,036,000	2,172,000	2,270,000	2,372,000
<b>Total Revenues</b>	<b>2,138,078</b>	<b>2,182,702</b>	<b>1,963,779</b>	<b>2,269,692</b>	<b>2,376,134</b>	<b>2,483,281</b>	<b>2,584,684</b>
<b>Expenditures</b>							
Employee Benefits	148,295	158,107	178,467	228,293	244,456	229,116	226,774
Salaries & Wages	710,320	731,050	792,517	1,005,905	1,054,816	997,904	973,421
<b>Total Staff Costs</b>	<b>858,615</b>	<b>889,157</b>	<b>970,983</b>	<b>1,234,198</b>	<b>1,299,271</b>	<b>1,227,020</b>	<b>1,200,195</b>
Contract Services	1,234,670	1,288,882	1,117,303	1,473,000	1,536,000	1,456,000	1,525,000
Cost of Utilities Sold	115,078	65,359	71,198	100,000	75,000	77,000	79,000
Interest on Long Term Debt	35,329	17,422	8,366	8,366	56,302	43,145	96,961
Materials & Supplies	102,674	109,564	80,407	98,100	155,500	163,500	156,100
Training & Development	35,818	41,213	36,309	39,250	48,150	66,600	68,700
<b>Total Operational Costs</b>	<b>1,523,570</b>	<b>1,522,441</b>	<b>1,313,583</b>	<b>1,718,716</b>	<b>1,870,952</b>	<b>1,806,245</b>	<b>1,925,761</b>
<b>Total Expenditures</b>	<b>2,382,185</b>	<b>2,411,598</b>	<b>2,284,566</b>	<b>2,952,914</b>	<b>3,170,223</b>	<b>3,033,265</b>	<b>3,125,956</b>
Net of Revenue Over Expenditures	(244,107)	(228,896)	(320,787)	(683,222)	(794,089)	(549,984)	(541,272)
<b>Net Interfund Transfers</b>							
Debt Repayment	(371,472)	(387,424)	(38,191)	(38,191)	(799,766)	(812,925)	(875,416)
Transfers to Reserves	(467,113)	(4,445,406)	0	(1,432,838)	(1,597,778)	(1,617,778)	(1,698,336)
Transfers from Reserves	30,000	15,000	0	17,000	890,059	852,059	824,512
<b>Total Interfund Transfers</b>	<b>(808,585)</b>	<b>(4,817,830)</b>	<b>(38,191)</b>	<b>(1,454,029)</b>	<b>(1,507,485)</b>	<b>(1,578,644)</b>	<b>(1,749,240)</b>
"Net Surplus (Deficit)"	(1,052,692)	(5,046,726)	(358,978)	(2,137,251)	(2,301,574)	(2,128,628)	(2,290,512)

## Operating Budget Summary - Public Transportation

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Sale of Services	221,504	454,846	423,471	682,428	265,395	269,990	274,585
Total Revenues	221,504	454,846	423,471	682,428	265,395	269,990	274,585
<b>Expenditures</b>							
Employee Benefits	82,585	107,384	113,128	133,079	131,428	145,141	145,141
Salaries & Wages	393,025	463,326	498,731	570,185	531,017	589,431	589,431
Total Staff Costs	475,610	570,710	611,860	703,264	662,444	734,571	734,571
Bank Charges & Interest	131	66	(73)	0	0	0	0
Contract Services	497,129	675,681	757,116	891,908	506,410	488,552	506,210
Inter-Divisional Expenses	96,811	133,189	0	187,094	236,800	236,800	236,800
Materials & Supplies	14,823	73,372	108,133	139,220	155,164	161,664	164,164
Repairs & Maintenance	0	33,697	50,044	59,640	63,000	67,000	71,000
Telephone & Communications	2,216	2,202	1,684	2,250	2,250	2,250	2,250
Training & Development	10,483	12,409	8,790	13,500	13,500	17,250	17,250
Total Operational Costs	621,593	930,616	925,693	1,293,612	977,124	973,516	997,674
Total Expenditures	1,097,203	1,501,326	1,537,553	1,996,876	1,639,568	1,708,087	1,732,245
Net of Revenue Over Expenditures	(875,698)	(1,046,480)	(1,114,082)	(1,314,448)	(1,374,173)	(1,438,097)	(1,457,660)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	0	(175,000)	0	(175,000)	(113,750)	(113,750)	(113,750)
Transfers from Reserves	0	0	0	500	0	0	0
Total Interfund Transfers	0	(175,000)	0	(174,500)	(113,750)	(113,750)	(113,750)
"Net Surplus (Deficit)"	(875,698)	(1,221,480)	(1,114,082)	(1,488,948)	(1,487,923)	(1,551,847)	(1,571,410)

## Operating Budget Summary - Public Services

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Inter-Divisional Revenue	1,473,816	1,722,455	0	1,958,805	2,171,700	2,171,700	2,171,700
Rent Revenue	0	0	2,700	0	2,700	2,700	2,700
Sale of Services	189,541	213,850	171,602	186,950	179,950	184,450	184,950
<b>Total Revenues</b>	<b>1,663,357</b>	<b>1,936,305</b>	<b>174,302</b>	<b>2,145,755</b>	<b>2,354,350</b>	<b>2,358,850</b>	<b>2,359,350</b>
<b>Expenditures</b>							
Employee Benefits	454,709	538,005	555,273	651,793	721,473	728,138	728,138
Salaries & Wages	2,647,034	2,966,513	2,990,040	3,296,008	3,531,684	3,543,194	3,543,209
<b>Total Staff Costs</b>	<b>3,101,743</b>	<b>3,504,517</b>	<b>3,545,313</b>	<b>3,947,802</b>	<b>4,253,156</b>	<b>4,271,331</b>	<b>4,271,346</b>
Bank Charges & Interest	0	0	0	500	0	0	0
Contract Services	1,078,144	1,221,126	977,850	1,314,864	1,260,491	1,306,130	1,332,281
Inter-Divisional Expenses	827,250	1,028,307	0	1,094,583	1,228,425	1,228,425	1,228,425
Materials & Supplies	1,167,403	1,355,520	1,323,997	1,500,157	1,654,408	1,621,682	1,655,969
Repairs & Maintenance	407,355	400,223	425,168	469,588	498,138	515,278	532,349
Telephone & Communications	15,917	14,160	12,588	17,200	18,400	20,100	21,800
Training & Development	52,738	53,806	70,932	67,475	69,220	69,920	71,470
Utilities - expense	1,038,697	1,129,741	1,035,994	1,128,926	1,251,818	1,304,389	1,358,840
<b>Total Operational Costs</b>	<b>4,587,502</b>	<b>5,202,883</b>	<b>3,846,530</b>	<b>5,593,293</b>	<b>5,980,900</b>	<b>6,065,924</b>	<b>6,201,134</b>
<b>Total Expenditures</b>	<b>7,689,246</b>	<b>8,707,400</b>	<b>7,391,843</b>	<b>9,541,095</b>	<b>10,234,056</b>	<b>10,337,255</b>	<b>10,472,480</b>
<b>Net of Revenue Over Expenditures</b>	<b>(6,025,889)</b>	<b>(6,771,095)</b>	<b>(7,217,542)</b>	<b>(7,395,340)</b>	<b>(7,879,706)</b>	<b>(7,978,405)</b>	<b>(8,113,130)</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(1,022,233)	(1,202,421)	0	(914,185)	(942,685)	(920,110)	(970,110)
Transfers from Reserves	0	38,846	0	71,100	102,900	2,000	2,000
<b>Total Interfund Transfers</b>	<b>(1,022,233)</b>	<b>(1,163,575)</b>	<b>0</b>	<b>(843,085)</b>	<b>(839,785)</b>	<b>(918,110)</b>	<b>(968,110)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(7,048,122)</b>	<b>(7,934,670)</b>	<b>(7,217,542)</b>	<b>(8,238,425)</b>	<b>(8,719,491)</b>	<b>(8,896,515)</b>	<b>(9,081,240)</b>

## Operating Budget Summary - Utility Services

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	0	52,391	2,856	41,000	45,000	45,000	45,000
Interest & Penalties	161,382	164,865	161,499	160,000	170,000	176,000	183,000
Net Taxes - Revenue	0	0	0	0	8,606	8,606	8,606
Sale of Services	682,796	736,792	485,580	663,040	655,700	680,300	703,300
Utility Services Revenue	9,575,693	10,537,443	9,771,448	11,188,900	12,400,000	13,397,000	14,504,000
<b>Total Revenues</b>	<b>10,419,871</b>	<b>11,491,491</b>	<b>10,421,384</b>	<b>12,052,940</b>	<b>13,279,306</b>	<b>14,306,906</b>	<b>15,443,906</b>
<b>Expenditures</b>							
Employee Benefits	154,794	172,822	171,082	192,885	195,704	195,704	195,704
Salaries & Wages	805,261	885,972	854,086	962,737	968,866	977,799	984,627
<b>Total Staff Costs</b>	<b>960,055</b>	<b>1,058,794</b>	<b>1,025,167</b>	<b>1,155,623</b>	<b>1,164,570</b>	<b>1,173,503</b>	<b>1,180,331</b>
Bank Charges & Interest	2,377	16,912	1,104	10,000	10,000	10,000	10,000
Contract Services	543,144	673,593	821,565	611,974	676,592	704,471	724,268
Cost of Utilities Sold	5,188,741	5,625,395	4,994,102	6,206,000	6,998,000	7,707,000	8,462,000
Inter-Divisional Expenses	201,562	215,807	0	241,584	210,800	210,800	210,800
Interest on Long Term Debt	0	0	0	0	410,340	394,469	378,155
Materials & Supplies	119,151	224,073	163,387	206,276	224,567	214,637	220,975
Utilities - expense	141,562	123,766	115,087	155,696	160,553	226,496	287,130
<b>Total Operational Costs</b>	<b>6,196,537</b>	<b>6,879,545</b>	<b>6,095,244</b>	<b>7,431,530</b>	<b>8,690,852</b>	<b>9,467,873</b>	<b>10,293,328</b>
<b>Total Expenditures</b>	<b>7,156,592</b>	<b>7,938,339</b>	<b>7,120,412</b>	<b>8,587,153</b>	<b>9,855,422</b>	<b>10,641,376</b>	<b>11,473,659</b>
<b>Net of Revenue Over Expenditures</b>	<b>3,263,279</b>	<b>3,553,151</b>	<b>3,300,972</b>	<b>3,465,787</b>	<b>3,423,884</b>	<b>3,665,530</b>	<b>3,970,247</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	0	0	0	0	(570,797)	(586,668)	(602,982)
Transfers to Reserves	(1,243,395)	(1,338,465)	0	(1,256,489)	(1,316,464)	(1,323,512)	(1,330,772)
Transfers from Reserves	47,738	49,173	0	91,673	1,060,310	1,030,310	1,030,310
<b>Total Interfund Transfers</b>	<b>(1,195,657)</b>	<b>(1,289,292)</b>	<b>0</b>	<b>(1,164,816)</b>	<b>(826,951)</b>	<b>(879,870)</b>	<b>(903,444)</b>
<b>"Net Surplus (Deficit)"</b>	<b>2,067,622</b>	<b>2,263,859</b>	<b>3,300,972</b>	<b>2,300,971</b>	<b>2,596,933</b>	<b>2,785,660</b>	<b>3,066,803</b>

## Operating Budget Summary - Facility Services

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Rent Revenue	395,570	462,332	342,926	293,800	376,626	379,886	323,643
Sale of Services	2,445	1,345	976	0	600	600	600
<b>Total Revenues</b>	<b>398,015</b>	<b>463,677</b>	<b>343,902</b>	<b>293,800</b>	<b>377,226</b>	<b>380,486</b>	<b>324,243</b>
<b>Expenditures</b>							
Employee Benefits	376,795	438,234	453,734	522,798	551,033	551,033	551,033
Salaries & Wages	1,866,231	2,051,493	1,966,173	2,287,536	2,294,120	2,284,185	2,284,251
<b>Total Staff Costs</b>	<b>2,243,026</b>	<b>2,489,727</b>	<b>2,419,907</b>	<b>2,810,335</b>	<b>2,845,153</b>	<b>2,835,218</b>	<b>2,835,284</b>
Contract Services	121,972	42,921	26,629	64,565	33,050	33,892	34,758
Inter-Divisional Expenses	67,783	73,140	0	82,402	118,700	118,700	118,700
Interest on Long Term Debt	2,135,426	2,052,148	2,074,363	2,185,740	2,062,132	1,953,545	1,947,463
Materials & Supplies	235,002	266,015	250,326	279,567	294,182	302,849	311,756
Repairs & Maintenance	431,461	428,157	295,069	360,691	343,080	354,952	363,322
Training & Development	19,983	19,178	23,815	25,446	24,066	24,561	25,066
Utilities - expense	1,449,401	1,447,874	1,158,405	1,528,252	1,659,145	1,708,883	1,760,710
<b>Total Operational Costs</b>	<b>4,461,027</b>	<b>4,329,432</b>	<b>3,828,607</b>	<b>4,526,663</b>	<b>4,534,355</b>	<b>4,497,382</b>	<b>4,561,775</b>
<b>Total Expenditures</b>	<b>6,704,053</b>	<b>6,819,159</b>	<b>6,248,514</b>	<b>7,336,998</b>	<b>7,379,508</b>	<b>7,332,600</b>	<b>7,397,058</b>
Net of Revenue Over Expenditures	(6,306,038)	(6,355,482)	(5,904,612)	(7,043,198)	(7,002,282)	(6,952,114)	(7,072,815)
<b>Net Interfund Transfers</b>							
Debt Repayment	(1,948,187)	(2,081,524)	(2,132,492)	(2,218,943)	(2,354,426)	(2,463,015)	(2,498,733)
Transfers to Reserves	(795,000)	(436,654)	0	(195,000)	(620,400)	(620,400)	(451,347)
Transfers from Reserves	0	0	0	2,000	10,000	0	0
<b>Total Interfund Transfers</b>	<b>(2,743,187)</b>	<b>(2,518,178)</b>	<b>(2,132,492)</b>	<b>(2,411,943)</b>	<b>(2,964,826)</b>	<b>(3,083,415)</b>	<b>(2,950,080)</b>
"Net Surplus (Deficit)"	(9,049,225)	(8,873,660)	(8,037,105)	(9,455,141)	(9,967,108)	(10,035,529)	(10,022,895)



## Operating Budget Summary - Planning

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	0	0	43,000	30,000	17,000	0	0
Other Income	8,080,014	7,553,997	6,487,617	9,185,015	4,622,196	8,611,000	10,321,000
Sale of Services	2,577,257	3,020,339	2,186,634	2,281,500	1,961,200	2,037,200	2,195,700
<b>Total Revenues</b>	<b>10,657,271</b>	<b>10,574,335</b>	<b>8,717,251</b>	<b>11,496,515</b>	<b>6,600,396</b>	<b>10,648,200</b>	<b>12,516,700</b>
<b>Expenditures</b>							
Employee Benefits	305,657	332,109	339,361	391,826	428,012	414,643	414,643
Salaries & Wages	1,546,383	1,671,195	1,660,700	1,765,160	1,885,228	1,833,211	1,834,211
<b>Total Staff Costs</b>	<b>1,852,040</b>	<b>2,003,304</b>	<b>2,000,061</b>	<b>2,156,986</b>	<b>2,313,241</b>	<b>2,247,854</b>	<b>2,248,854</b>
Contract Services	51,384	12,371	84,151	179,700	108,000	110,000	112,000
General Services	846	8,118	1,714	10,000	1,000	1,000	1,000
Inter-Divisional Expenses	47,237	76,348	0	67,797	73,000	73,000	73,000
Materials & Supplies	37,631	36,725	29,244	28,500	32,000	31,500	32,500
Training & Development	44,411	40,940	39,575	65,995	52,050	50,000	51,000
<b>Total Operational Costs</b>	<b>181,509</b>	<b>174,502</b>	<b>154,684</b>	<b>351,992</b>	<b>266,050</b>	<b>265,500</b>	<b>269,500</b>
<b>Total Expenditures</b>	<b>2,033,548</b>	<b>2,177,806</b>	<b>2,154,745</b>	<b>2,508,978</b>	<b>2,579,291</b>	<b>2,513,354</b>	<b>2,518,354</b>
<b>Net of Revenue Over Expenditures</b>	<b>8,623,723</b>	<b>8,396,530</b>	<b>6,562,506</b>	<b>8,987,537</b>	<b>4,021,105</b>	<b>8,134,846</b>	<b>9,998,346</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(9,089,908)	(22,525,571)	0	(9,873,355)	(5,160,536)	(9,194,340)	(11,031,840)
Transfers from Reserves	0	17,165,489	0	141,715	138,895	92,880	92,880
<b>Total Interfund Transfers</b>	<b>(9,089,908)</b>	<b>(5,360,082)</b>	<b>0</b>	<b>(9,731,640)</b>	<b>(5,021,641)</b>	<b>(9,101,460)</b>	<b>(10,938,960)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(466,185)</b>	<b>3,036,448</b>	<b>6,562,506</b>	<b>(744,103)</b>	<b>(1,000,536)</b>	<b>(966,614)</b>	<b>(940,614)</b>

**CITY OF LEDUC 2016 - 2025 CAPITAL AND ONE TIME PROJECT EXPENDITURES**

Project	Rank	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total Cost
<b>Mandatory / Critical Projects (Color Code: YELLOW)</b>												
<b>Infrastructure and Planning</b>												
075.034 Water Reservoir	5	9,500,000	0	0	0	0	0	0	0	0	0	9,500,000
075.045 Transportation - Roads Coady Boulevard #24	5	200,000	0	1,000,000	0	0	1,300,000	0	0	0	0	2,500,000
075.046 Trunk Water Mains	5	1,750,000	0	374,000	1,400,000	835,000	0	0	0	0	641,000	5,000,000
075.051 Annexation Area Lift Station and Forcemain	5	5,500,000	0	0	0	0	0	0	0	0	0	5,500,000
075.063 Traffic Signals - Grant MacEwan and Blackgold Drive #46	5	320,000	0	0	0	0	0	0	0	0	0	320,000
075.064 65 Avenue East #12	5	2,700,000	0	0	0	2,000,000	0	0	0	0	0	4,700,000
076.191 Utility System Improvements	3	300,000	600,000	0	2,000,000	0	400,000	0	600,000	0	300,000	4,200,000
076.293 City Water Offsite Projects	3	2,000,000	0	0	2,500,000	0	0	0	0	0	0	4,820,000
077.290 Lane Paving Program	4	150,000	150,000	175,000	175,000	200,000	200,000	225,000	225,000	250,000	250,000	2,000,000
077.485 Capital Engineering	4	200,000	200,000	72,000	73,000	74,000	75,000	77,000	79,000	81,000	83,000	1,014,000
077.498 Arterials	4	805,000	2,320,000	0	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	21,325,000
077.517 Leduc Estates / Lakeside	4	2,180,000	0	0	0	0	0	0	0	0	0	2,180,000
077.525 Meadowview	4	2,052,000	0	0	0	0	0	0	0	0	0	2,052,000
077.527 MPMA- Data Collection	4	90,000	0	0	95,000	0	0	100,000	0	0	105,000	390,000
077.550 Caledonia	4	1,400,000	0	2,100,000	0	0	0	0	0	0	0	3,500,000
077.559 Airport Road	4	1,000,000	500,000	0	0	0	0	0	0	0	0	1,500,000
077.560 Traffic Signal Upgrades	4	200,000	350,000	150,000	150,000	200,000	150,000	150,000	150,000	150,000	150,000	1,800,000
077.561 Street Lights	4	100,000	0	0	0	0	0	0	0	0	0	100,000
077.569 Parking Lot Improvements	4	285,000	0	0	0	0	0	0	0	0	0	285,000
079.040 Municipal Development Plan	1	100,000	0	200,000	0	0	350,000	0	0	0	0	650,000
079.136 AVPA Planning Implications Review	1	50,000	0	0	0	0	0	0	0	0	0	50,000
080.220 Traffic Control Device Improvements	2	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	700,000
080.231 Parking Lot Improvements	4	50,000	75,000	50,000	75,000	50,000	75,000	50,000	75,000	75,000	75,000	650,000
080.232 Multiway Overlays	4	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
080.243 Side Walk Replacement Program	4	100,000	102,100	104,300	106,500	108,800	111,200	113,600	116,100	118,700	121,400	1,102,700
080.248 Christmas Lights	4	35,000	0	20,000	0	20,000	0	20,000	0	20,000	0	115,000
080.252 Portable Electronic Signs	2	30,000	0	0	30,000	0	0	30,000	0	0	30,000	120,000
080.253 Safety Signs	2	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	320,000
080.254 School Zone Flashing Signals	2	52,000	0	0	0	0	0	0	0	0	0	52,000
080.259 Railway Crossing Rehabilitation	4	100,000	0	0	0	0	0	0	0	0	100,000	200,000
080.264 Speed Awareness Signs	2	12,000	0	12,000	0	12,000	0	12,000	0	12,000	0	60,000
080.266 Storm Pond Silt Removal	2	530,000	0	560,000	0	0	0	0	0	0	0	1,090,000
080.268 Resurface Tennis Courts	4	40,000	0	0	0	0	0	0	45,000	0	0	85,000
081.078 Distribution System Upgrades-Contract Services/Equip	3	40,000	45,000	50,000	55,000	60,000	65,000	70,000	70,000	70,000	70,000	595,000
081.080 Reservoir Improvements	3	499,600	30,000	855,000	0	0	0	0	0	0	0	1,384,600
081.087 Cross Connection Control	1	251,800	0	0	0	0	0	0	0	0	0	251,800
082.010 Wastewater Mainline Upgrading/Repair	3	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
082.030 Infiltration Reduction Program	4	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
082.040 Service Connection Repair	4	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
082.042 Lift Station Upgrades	3	54,500	0	0	0	0	0	0	0	0	0	54,500
083.126 Aerator	4	12,000	0	0	0	0	0	0	31,000	0	0	43,000
083.129 2013 Protective Services Vehicle	4	75,000	0	0	75,000	150,000	0	0	0	0	0	300,000
083.145 Planning Truck	4	35,000	36,000	0	0	40,000	0	75,000	35,000	0	0	221,000
083.172 Vacuum/Flusher Unit	4	22,000	0	0	0	0	0	0	0	0	0	22,000
083.174 Pickup Trucks for Public Services	4	100,000	40,000	0	42,000	44,000	105,000	90,000	33,000	0	0	454,000
083.178 Tandem	4	235,000	0	0	240,000	0	0	250,000	250,000	0	0	975,000
083.184 Multipurpose Utility Vehicle	4	82,000	0	0	0	0	88,000	0	0	0	0	170,000
083.207 Hydraulic Press	4	20,000	0	0	0	0	0	0	0	0	0	20,000
083.209 Water Commission Vehicles	4	112,200	0	0	0	0	0	0	0	0	0	112,200
086.261 Telford House Facility Rehabilitation	4	20,500	0	0	0	15,000	0	0	0	43,000	0	78,500
086.263 Alexandra Arena Capital Renewal	4	6,000	853,000	0	12,222	1,800	0	7,000	0	0	9,500	889,522
086.267 Protective Services Building Capital Renewal	4	154,541	2,260	0	1,127,949	0	0	6,400	7,065	20,173	7,423	1,325,811
086.274 LRC Pool Old Mechanical Room Renovations PHII	4	498,365	80,102	2,585	144,292	30,548	0	0	38,989	1,063,774	304,405	2,163,060
086.288 Emergency Power Connections Business Continuity	3	200,000	200,000	100,000	0	0	0	0	0	0	0	500,000
087.145 Capital Equipment Renewal LRC	4	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
091.040 Furniture/Workstation Replacement	4	98,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	278,000
092.368 Asset Management	4	100,000	75,000	0	0	25,000	0	0	25,000	0	0	225,000
075.043 West Lift Station (Deer Valley)	5	0	0	0	0	0	0	0	300,000	0	0	300,000
075.050 65 Ave West #49	5	0	0	0	8,000,000	0	0	0	0	0	0	8,000,000
075.053 Annexation Area Water Reservoir	5	0	0	0	0	0	0	0	0	0	16,000,000	16,000,000
075.054 50 Ave Widening #8	5	0	0	0	0	1,500,000	0	0	0	0	0	1,500,000
075.056 North Spine Road #32	5	0	0	0	4,600,000	0	0	0	0	0	0	4,600,000
075.058 South Boundary Road (TWP 493) - #18	5	0	200,000	2,300,000	0	0	0	0	4,300,000	0	0	6,800,000
075.059 43 Street Widening #4	5	0	0	0	0	0	4,600,000	0	0	0	1,300,000	5,900,000
075.060 Grant MacEwan Construction #20	5	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000
075.061 Grant MacEwan Construction #60	5	0	1,500,000	0	0	0	0	0	0	0	0	1,500,000
075.065 Blackgold Drive #17	5	0	0	0	700,000	0	0	0	0	0	0	700,000
075.066 Grant MacEwan Construction (65th ave south) #21	5	0	0	0	0	0	0	3,500,000	0	0	0	3,500,000
075.067 Grant MacEwan Widening (50 Ave to Blk Gold Dr) #50	5	0	0	0	0	2,000,000	0	0	0	0	0	2,000,000
075.068 Grant MacEwan Widening (Blk Gold Dr to 38 Ave) #59	5	0	0	0	0	3,000,000	0	0	0	5,000,000	0	8,000,000
075.069 50 Street Widening (65th Ave South) #25	5	0	0	0	0	0	0	1,500,000	0	0	0	1,500,000
075.070 50 Ave Widening (West Haven to 74 Street) #58	5	0	0	0	0	675,000	0	0	1,500,000	0	0	2,175,000
075.071 74 Street Construction (65th ave to 50th ave) #53	5	0	0	0	0	0	2,500,000	0	0	0	2,800,000	5,300,000

**CITY OF LEDUC 2016 - 2025 CAPITAL AND ONE TIME PROJECT EXPENDITURES**

Project	Rank	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total Cost
075.072 74th Street (50th ave to 38 Ave) #54	5	0	0	0	0	0	2,600,000	0	0	0	0	2,600,000
075.073 Airport Road/Spine Road Traffic Signal #33	5	0	0	0	0	365,000	0	0	0	0	0	365,000
075.074 65th Avenue/Discovery Traffic Signal #31	5	0	0	0	600,000	0	0	0	0	0	0	600,000
075.075 65th Avenue West (Discovery to Grant MacEwan)#10	5	0	0	0	0	0	0	8,600,000	0	0	0	8,600,000
075.076 65th Avenue East (5th lane - Sparrow to 45th) #11	5	0	0	0	0	550,000	0	0	0	0	0	550,000
076.184 Hwy 2/65 Ave West Storm Pond	5	0	0	0	185,000	2,315,000	0	0	0	0	0	2,500,000
076.199 Flow Monitoring	3	0	30,000	0	30,000	0	30,000	0	30,000	0	30,000	150,000
077.514 Corinthia Park	4	0	2,340,000	0	0	0	0	0	0	0	0	2,340,000
077.540 Transportation Networks	4	0	0	0	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	18,200,000
077.571 North Telford	4	0	0	2,600,000	0	0	0	0	0	0	0	2,600,000
077.572 Alexandra Park/Central Business District	4	0	1,100,000	1,750,000	0	0	0	0	0	0	0	2,850,000
080.260 Cemetery Fence Repairs	4	0	0	0	0	50,000	0	0	0	0	0	50,000
080.273 Fire and Public Services Communication System Upgrade	3	0	650,000	0	0	0	0	0	0	0	0	650,000
083.119 2004 Pressure Washer	4	0	0	0	0	15,000	0	0	0	0	0	15,000
083.122 Speed Plow	4	0	0	0	0	10,000	0	0	0	0	0	10,000
083.123 2012 Gravel Truck - Unit 409	4	0	0	0	0	0	170,000	0	0	0	0	170,000
083.128 Backhoe/Loader	4	0	0	125,000	0	0	0	0	0	0	0	125,000
083.132 Ford 3/4 Ton Unit 336	4	0	0	0	0	37,000	0	0	0	0	0	37,000
083.134 Graco Line Painter Unit 409	4	0	0	0	0	0	0	0	13,000	0	0	13,000
083.135 Grader	4	0	0	0	300,000	0	0	310,000	0	0	0	610,000
083.138 Half-ton for Facilities Technician	4	0	0	34,000	48,000	0	0	0	0	0	0	82,000
083.140 Loader 938G	4	0	0	250,000	0	250,000	0	0	0	250,000	0	750,000
083.141 Mower	4	0	0	0	0	85,000	0	0	0	0	0	85,000
083.142 Mule	4	0	34,500	18,000	25,000	0	20,000	23,000	0	24,000	0	144,500
083.143 Olympia	4	0	0	0	0	120,000	0	0	0	125,000	0	245,000
083.150 Rough Cutter	4	0	0	40,000	0	0	0	0	0	0	0	40,000
083.154 Snow Blower	4	0	0	0	145,000	0	0	0	150,000	0	0	295,000
083.156 Sweeper & Vac Unit	4	0	300,000	0	0	0	0	0	0	0	0	300,000
083.158 Top Dresser	4	0	0	0	30,000	0	0	0	0	0	0	30,000
083.159 Turf Mower	4	0	70,000	0	80,000	0	0	0	0	0	0	150,000
083.162 Water Tank	4	0	0	0	0	25,000	0	0	0	0	0	25,000
083.165 1993 Kubota Tractor	4	0	0	0	85,000	0	0	0	0	0	0	85,000
083.167 Fire Engines	4	0	0	0	0	0	0	1,780,000	0	0	0	1,780,000
083.168 Fire Ambulance unit 252	4	0	0	185,000	0	400,000	0	0	0	0	0	585,000
083.169 Fire Sierra 1 - Unit 353	4	0	0	0	0	55,000	0	0	0	0	0	55,000
083.170 Special Transportation	4	0	125,000	0	0	90,000	90,000	0	180,000	0	0	485,000
083.171 Injection Patcher	4	0	0	140,000	0	0	0	0	0	0	0	140,000
083.175 One Tons for Public Services	4	0	0	0	0	65,000	0	0	0	0	0	65,000
083.176 Bucket Truck	4	0	0	180,000	0	0	180,000	0	0	0	0	360,000
083.177 Vehicle for Refrig Controls Tech	4	0	0	0	0	45,000	0	0	0	0	0	45,000
083.187 Truck for Facilities Dept (Carpenter)	4	0	0	0	0	0	0	0	45,000	0	0	45,000
083.191 Tore 580 Mower (2013 New)	4	0	0	0	0	0	105,000	0	0	0	0	105,000
083.192 Toro 4000D Mower (2013 New)	4	0	0	0	0	0	240,000	0	0	0	0	240,000
083.193 Small Detail Mower	4	0	0	0	0	0	35,000	0	0	0	0	35,000
083.199 Asphalt Hot Box Trailer	4	0	0	0	0	0	0	0	0	74,000	0	74,000
083.200 One-Ton Truck With Plow & Slip-In Sander	4	0	0	0	0	0	0	0	70,000	0	0	70,000
083.201 2018 Grader	4	0	0	300,000	0	0	0	0	0	0	0	300,000
083.202 Parade Float Chassis	4	0	0	0	0	0	0	20,000	0	0	0	20,000
083.210 Asset Management - Vehicle Tracking	4	0	157,000	57,000	57,000	0	0	0	0	0	0	271,000
083.213 Heavy Duty Truck & Box	4	0	70,000	0	0	0	0	0	0	0	0	70,000
086.262 Civic Centre Capital Renewal	4	0	141,533	0	10,104	0	0	12,801	0	53,796	0	218,234
086.264 Dr. Wood Museum Capital Renewal	4	0	0	0	1,000	0	0	0	0	0	0	1,000
086.266 LRC Capital Renewal Project	4	0	1,100	2,320	130,755	426,441	124,886	0	100,000	160,237	6,400	952,139
086.295 Stageworks Capital renewals	4	0	0	11,600	0	0	0	0	0	0	0	11,600
087.161 North Fire Hall	1	0	0	0	750,000	8,000,000	0	0	0	0	0	8,750,000
<b>Total Mandatory / Critical Projects (Color Code: YELLOW)</b>		<b>34,829,506</b>	<b>13,779,595</b>	<b>14,219,805</b>	<b>29,679,822</b>	<b>29,546,589</b>	<b>19,216,086</b>	<b>22,623,801</b>	<b>14,070,154</b>	<b>13,192,680</b>	<b>28,305,128</b>	<b>219,463,166</b>

**Necessary Projects (Color Code: GREEN)**

**Infrastructure and Planning**



076.158 Water Distribution System Upgrades	b	200,000	1,000,000	0	0	0	950,000	0	0	0	0	2,150,000
076.160 Snow Storage Sites	b	1,000,000	0	2,500,000	0	0	0	0	0	0	0	3,500,000
076.194 Engineering Standards	b	50,000	0	0	0	0	0	0	0	0	0	50,000
076.294 Blackmud Creek Watershed Master Drainage Plan	b	70,000	0	0	0	0	0	0	0	0	0	70,000
076.298 City Sanitary Trunk Oversizing	b	125,000	0	0	0	0	0	0	0	0	0	125,000
077.541 Transportation Master Plan	b	750,000	0	0	0	0	500,000	0	0	0	0	1,250,000
077.555 Infrastructure Review	b	50,000	0	0	0	0	0	0	0	0	0	50,000
077.562 New Traffic Signal Installation	b	300,000	340,000	300,000	0	0	0	340,000	0	0	0	1,280,000
078.050 Environmental Plan Initiatives	a	55,000	42,000	25,000	12,000	0	12,000	0	12,000	0	12,000	170,000
078.054 Annual Cart Purchases	d	67,000	34,000	68,000	35,000	69,000	36,000	70,000	37,000	71,000	38,000	525,000
079.118 Aerotropolis	a	250,000	0	0	0	0	0	0	0	0	0	250,000
079.134 Downtown Redevelopment Plan	a	2,240,500	0	200,000	2,000,000	150,000	1,500,000	0	0	0	0	6,090,500
079.135 Annexation Strategy & Implementation	a	655,000	420,000	390,000	0	0	0	0	0	0	0	1,465,000
079.142 Capital Region Board Projects	e	20,000	0	0	0	0	0	0	0	0	0	20,000
079.145 Development Officer Energy Efficient Vehicle	f	33,000	0	0	0	0	0	0	0	0	0	33,000
080.247 Cemetery - Columbarium	b	90,000	180,000	50,000	0	50,000	0	50,000	0	50,000	0	470,000
080.256 Blue Bin Receptacles	b	8,500	0	0	9,000	0	0	0	0	0	0	17,500
080.258 Leduc Entrance Signage	b	90,000	0	0	0	0	0	0	0	0	0	90,000

**CITY OF LEDUC 2016 - 2025 CAPITAL AND ONE TIME PROJECT EXPENDITURES**

Project	Rank	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total Cost
080.271 Irrigation Hose Reel	b	25,000	0	0	0	0	0	0	0	0	0	25,000
080.272 GPS Survey Receiver	b	30,000	0	0	0	0	0	0	0	0	0	30,000
080.274 56 Avenue Landscaping	b	15,000	0	0	0	0	0	0	0	0	0	15,000
080.275 Vehicle - Parks & Open Spaces Operations	b	40,000	0	0	0	0	0	0	0	0	0	40,000
081.083 Water Meter Annual Purchases	d	235,000	242,000	249,300	256,700	264,400	272,400	280,500	289,000	297,600	306,500	2,693,400
081.088 Neighborhood Leak Detection	g	40,000	0	0	0	0	0	0	0	0	0	40,000
081.089 North Reservoir Driveway Fence	c	25,000	0	0	0	0	0	0	0	0	0	25,000
081.091 CRSWSC - Portable Tablets	e	5,000	0	0	0	0	0	0	0	0	0	5,000
082.041 Recreation Vehicle Dump Site	b	250,000	0	0	0	0	0	0	0	0	0	250,000
083.173 Skid Steer	g	80,000	0	0	80,000	0	0	0	0	0	0	160,000
083.204 Crawler Boom Lift	g	55,000	0	0	0	0	0	0	0	0	0	55,000
083.208 Ice Breaker Attachment	g	52,000	0	0	0	0	0	0	0	0	0	52,000
083.211 Turf Vac Sweep	g	30,000	0	0	0	0	0	0	0	0	0	30,000
083.212 Utility Roller	g	40,000	0	0	0	0	0	0	0	0	0	40,000
086.251 Security System Enhancements	c	50,000	0	0	0	0	50,000	0	0	0	0	50,000
086.276 LRC Pool Office Reconfiguration	f	100,000	0	0	0	0	0	0	0	0	0	100,000
086.277 LRC Garbage Compactor	g	50,000	0	0	0	0	0	0	0	0	0	50,000
087.137 Land Acquisition	b	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000
076.180 Infrastructure Asset Analysis - Engineering	g	0	150,000	0	150,000	0	150,000	0	150,000	0	150,000	750,000
076.295 Stormwater Master Plan	b	0	500,000	0	0	0	0	0	0	0	0	500,000
076.296 48A Street Utility Upgrades	b	0	0	0	0	0	0	0	0	2,000,000	0	2,000,000
076.297 West Sanitary Trunk	b	0	100,000	820,000	0	0	0	0	0	0	0	920,000
077.576 65th Ave Internal Funding	a	0	0	0	48,500,000	0	0	0	0	0	0	48,500,000
079.030 Intermunicipal Development Plan	e	0	150,000	0	0	0	0	175,000	0	0	0	325,000
079.060 Land Use Bylaw	g	0	0	175,000	0	0	0	0	200,000	0	0	375,000
079.132 Long Term Financial Sustainability Plan	a	0	0	0	30,000	0	30,000	0	0	30,000	0	90,000
081.090 Compressor and Crane for Existing Service Truck	f	0	40,000	0	0	0	0	0	0	0	0	40,000
083.125 4 X 4 Fire Unit	b	0	51,000	53,000	0	0	55,000	0	0	0	0	159,000
087.142 RCMP Expansion - Sub to FSMP	b	0	600,000	4,000,000	2,000,000	0	0	0	0	0	0	6,600,000
087.151 City of Leduc Facilities Master Plan	b	0	0	100,000	0	413,000	4,403,000	13,772,000	10,641,000	0	0	29,329,000
		<b>8,676,000</b>	<b>3,849,000</b>	<b>8,930,300</b>	<b>53,072,700</b>	<b>946,400</b>	<b>7,908,400</b>	<b>14,687,500</b>	<b>11,329,000</b>	<b>2,448,600</b>	<b>506,500</b>	<b>112,354,400</b>
<b>Total Necessary Projects (Color Code: GREEN)</b>		<b>8,676,000</b>	<b>3,849,000</b>	<b>8,930,300</b>	<b>53,072,700</b>	<b>946,400</b>	<b>7,908,400</b>	<b>14,687,500</b>	<b>11,329,000</b>	<b>2,448,600</b>	<b>506,500</b>	<b>112,354,400</b>
<b>Desirable Projects (Color Code: BLUE)</b>												
<b>Infrastructure and Planning</b>												
078.042 First Level Environmental Audit	ii	15,000	0	0	32,000	0	0	16,000	0	0	34,000	97,000
079.141 City Land Bank Analysis	i	50,000	0	0	0	0	0	0	0	0	0	50,000
086.286 Alexandra Pool Building Capital Renewal	i	80,000	0	0	0	0	0	0	0	0	0	80,000
079.124 Attainable Housing Strategy Development	i	0	0	0	0	10,000	0	0	0	0	0	10,000
079.128 Telford Lake Area Redevelopment Plan	i	0	0	25,000	0	0	0	0	25,000	0	0	50,000
078.048 Environmental Sustainability Plan	ii	0	0	40,000	0	0	70,000	0	0	0	0	110,000
086.283 LRC Cogeneration Project	ii	0	1,500,000	0	0	0	0	0	0	0	0	1,500,000
086.275 LRC Second Level Fitness and Office Expansion - Sub to FSMP	iv	0	0	0	600,000	1,700,000	1,700,000	0	0	0	0	4,000,000
086.296 Aquatics Expansion	iv	0	0	0	0	300,000	2,800,000	0	0	0	0	3,100,000
		<b>145,000</b>	<b>1,500,000</b>	<b>65,000</b>	<b>632,000</b>	<b>2,010,000</b>	<b>4,570,000</b>	<b>16,000</b>	<b>25,000</b>	<b>0</b>	<b>34,000</b>	<b>8,997,000</b>
<b>Total Desirable Projects (Color Code: BLUE)</b>		<b>145,000</b>	<b>1,500,000</b>	<b>65,000</b>	<b>632,000</b>	<b>2,010,000</b>	<b>4,570,000</b>	<b>16,000</b>	<b>25,000</b>	<b>0</b>	<b>34,000</b>	<b>8,997,000</b>
<b>Total Projects</b>		<b>43,650,506</b>	<b>19,128,595</b>	<b>23,215,105</b>	<b>83,384,522</b>	<b>32,502,989</b>	<b>31,694,486</b>	<b>37,327,301</b>	<b>25,424,154</b>	<b>15,641,280</b>	<b>28,845,628</b>	<b>340,814,566</b>
<b>Debentures</b>		<b>15,000,000</b>	<b>0</b>	<b>6,500,000</b>	<b>3,350,000</b>	<b>10,113,000</b>	<b>6,103,000</b>	<b>13,772,000</b>	<b>10,641,000</b>	<b>0</b>	<b>16,000,000</b>	<b>81,479,000</b>
<b>Unfunded</b>		<b>80,000</b>	<b>1,500,000</b>	<b>200,000</b>	<b>50,500,000</b>	<b>150,000</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,930,000</b>

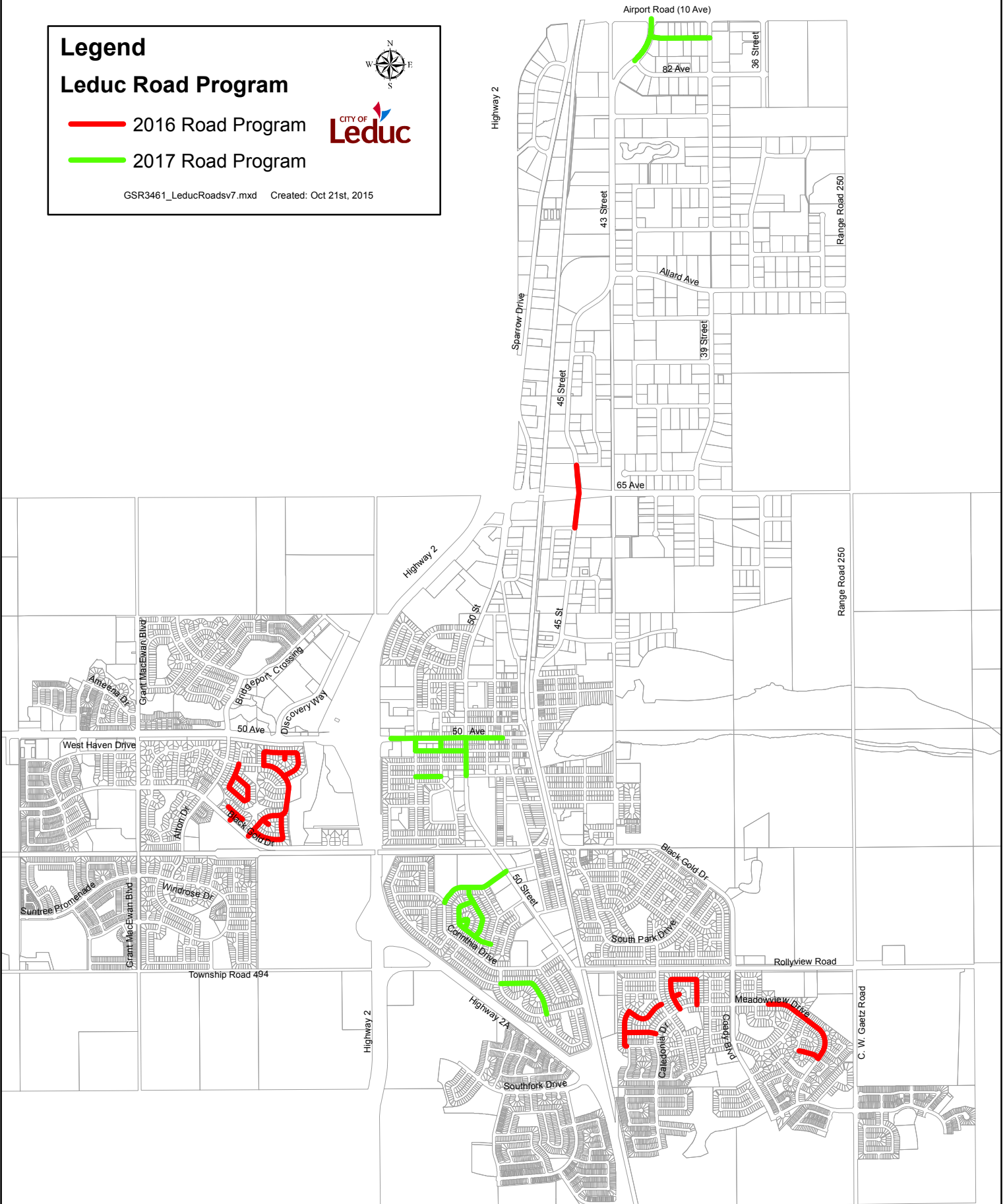
# Legend

## Leduc Road Program

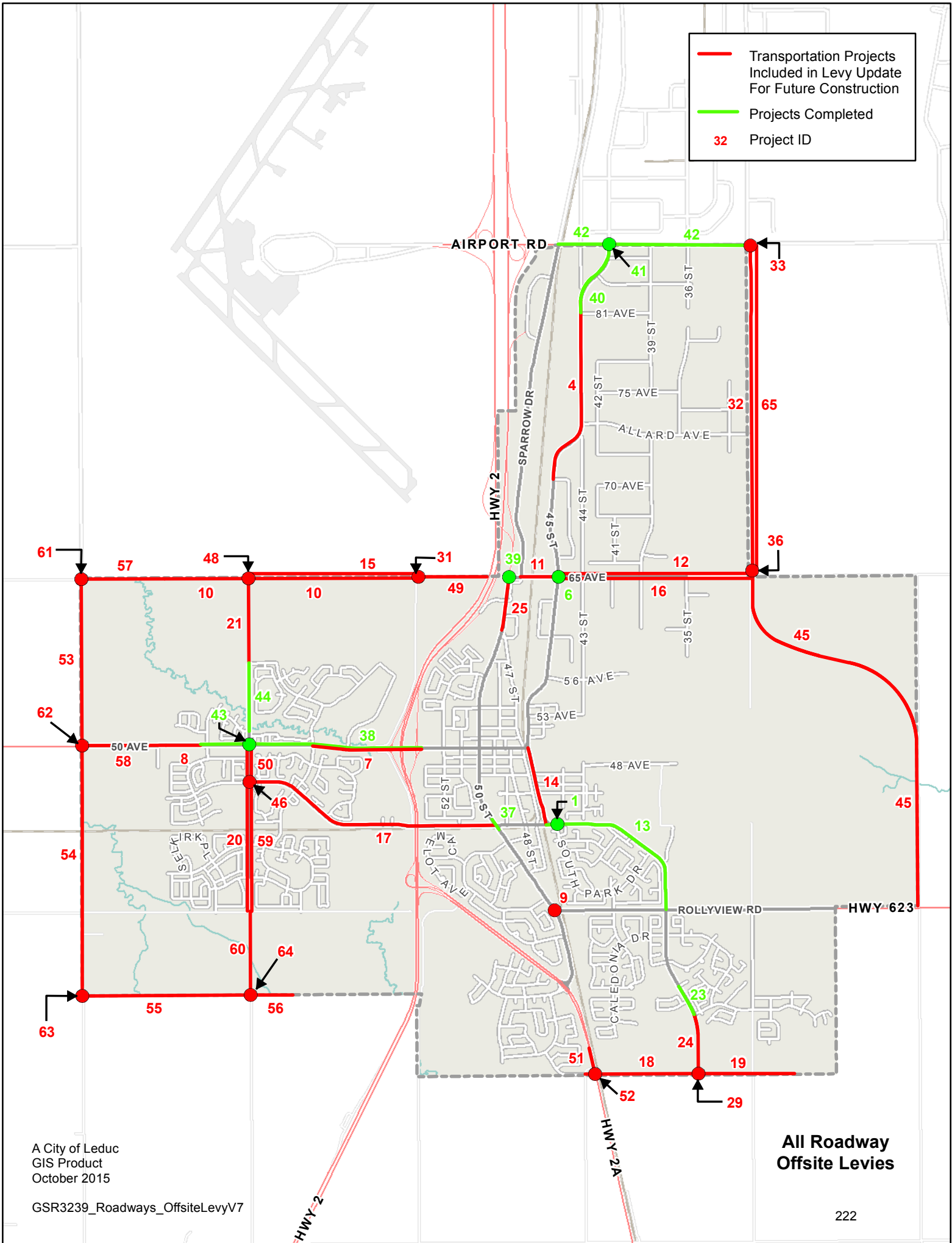
-  2016 Road Program
-  2017 Road Program



GSR3461\_LeducRoadsv7.mxd Created: Oct 21st, 2015



- Transportation Projects Included in Levy Update For Future Construction
- Projects Completed
- 32 Project ID



# Miscellaneous



## Operating Budget Summary - Library

	2013 Actual	2014 Actual	2015 Actual YTD	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>							
Government Transfers	140,347	154,380	172,686	140,347	172,036	172,036	172,036
Municipal Contribution	887,832	953,932	741,108	988,145	1,027,084	1,056,315	1,096,749
Sale of Services	30,375	29,062	29,910	27,500	27,500	27,500	27,500
Rent Revenue	0	0	885	0	500	500	500
<b>Total Revenues</b>	<b>1,058,554</b>	<b>1,137,374</b>	<b>944,589</b>	<b>1,155,992</b>	<b>1,227,120</b>	<b>1,256,351</b>	<b>1,296,785</b>
<b>Expenditures</b>							
Employee Benefits	101,286	109,072	105,076	133,814	145,881	150,362	155,084
Salaries & Wages	584,871	628,180	568,988	644,571	672,239	702,490	734,102
<b>Total Staff Costs</b>	<b>686,157</b>	<b>737,252</b>	<b>674,064</b>	<b>778,385</b>	<b>818,120</b>	<b>852,851</b>	<b>889,185</b>
Contract Services	43,709	45,208	69,402	49,800	68,000	68,000	68,000
General Services	2,217	2,400	2,433	2,600	2,600	2,700	2,800
Materials & Supplies	159,705	155,637	147,329	168,000	168,000	168,500	168,500
Yellowhead Regional Library	109,573	117,136	122,907	122,907	126,000	129,800	133,700
Telephone & Communications	3,586	3,233	3,650	4,800	4,900	5,000	5,100
Training & Development	12,504	13,413	10,197	14,500	14,500	14,500	14,500
<b>Total Operational Costs</b>	<b>331,293</b>	<b>337,028</b>	<b>355,917</b>	<b>362,607</b>	<b>384,000</b>	<b>388,500</b>	<b>392,600</b>
<b>Total Expenditures</b>	<b>1,017,451</b>	<b>1,074,280</b>	<b>1,029,981</b>	<b>1,140,992</b>	<b>1,202,120</b>	<b>1,241,351</b>	<b>1,281,785</b>
Net of Revenue Over Expenditures	41,103	63,094	(85,393)	15,000	25,000	15,000	15,000
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(41,103)	(63,094)	0	(15,000)	(25,000)	(15,000)	(15,000)
<b>Total Interfund Transfers</b>	<b>(41,103)</b>	<b>(63,094)</b>	<b>0</b>	<b>(15,000)</b>	<b>(25,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>
<b>"Net Surplus (Deficit)"</b>	<b>0</b>	<b>0</b>	<b>(85,393)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>





## Grants to Organizations

Organizations	Grant Paid in 2015	Board Recommendations for 2016		
		2016	2017	2018
<b>Ad Hoc Committee</b>				
Downtown Business Association - operational**	20,000			
Downtown Business Association - annual transfer**	20,000			
<b>Parks, Recreation and Culture Board</b>				
AB Legacy Dev. Society - Grain Elevator	15,000	15,000	15,000	15,000 <sup>†</sup>
Alberta Dairy Congress & Trade Show Society	15,000	15,000	15,000	15,000 <sup>†</sup>
Leduc #1 Energy Discovery Centre (Canadian Petro Interpretive Ctr Leduc #1)	3,500	3,500	3,500	3,500 <sup>†</sup>
Leduc & District Historical Society	34,288	34,288	34,288	34,288 <sup>†</sup>
Leduc Golf and Country Club**	10,000			
Black Gold Rodeo & Exhibition Assoc.	23,250	23,250	23,250	23,250 <sup>†</sup>
Maclab Performing Arts Centre - operational	90,000	90,000	90,000	90,000 <sup>†</sup>
Leduc Riggers Jr. B Hockey Club	7,000	7,000		
Leduc Kanata Gymnastics - one-time funding*		25,000		
Leduc Music Festival Assoc.	5,000	5,000	5,000	5,000 <sup>†</sup>
Royal Canadian Legion Br. 108	6,000	6,000	6,000	6,000 <sup>†</sup>
2nd Leduc (St. David's) Scout Association*	0	7,000		
Leduc 4-H Beef Club*	0	1,100	1,100	0
Leduc Ringette Association*	0	7,500	0	0
Stageworks Academy of the Performing Arts - one-time funding*	0	25,000		
Terry Fox Foundation - Leduc Chapter*	0	800	860	920
<b>Family and Community Support Services</b>				
Black Gold Citizens on Patrol - Nighthawks	10,000	10,000		
Santa's Helpers Society*	0	5,000	5,000	5,000
St. Vincent de Paul*	0	5,000	0	0
Community Living Association	25,000	25,000	25,000 <sup>†</sup>	25,000 <sup>†</sup>
Family Violence Prevention Team*	16,500	7,625	10,000 <sup>†</sup>	10,000 <sup>†</sup>
Leduc Boys & Girls Club	80,000			
Leduc & District Food Bank	15,000	15,000	15,000	15,000 <sup>†</sup>
Leduc LINX*	20,000	23,000	23,000 <sup>†</sup>	23,000 <sup>†</sup>
Rise Up Ministries	30,000	30,000	30,000 <sup>†</sup>	30,000 <sup>†</sup>
Leduc & District Victim Services	37,540	41,369	45,588	45,588 <sup>†</sup>
Leduc RCMP Auxiliary Constable Program	6,667	6,667	6,667	6,667 <sup>†</sup>
<b>Total Funding Requested</b>	<b>489,745</b>	<b>434,099</b>	<b>354,253</b>	<b>353,213</b>
<b>Total Funding Available</b>	<b>489,785</b>	<b>429,745</b>	<b>429,745</b>	<b>429,745</b>
<b>Adjustments</b>				
Funding re-directed to Spray Park Business Case	50,000			
Downtown Business Association**		40,000	40,000	40,000
Leduc Golf and Country Club**		11,000	11,000	11,000
<b>Adjusted Funding Available</b>	<b>439,785</b>	<b>378,745</b>	<b>378,745</b>	<b>378,745</b>
<b>Allowance for New Requests</b>	<b>49,960</b>	<b>55,354</b>	<b>(24,492)</b>	<b>(25,532)</b>

Section below for Finance purposes:

Financial Cost of Grants to Organizations:	2015	2016	2017	2018
Rise Up Ministries - additional grant paid	10,000			
Maclab - additional grant paid	10,000			
Leduc 2016 Summer Games Society	200,000	200,000		
Leduc Boys & Girls Club (2015 now under contract)		100,000	100,000	100,000

\* indicates new application for 2016

\*\* indicates new process for organization beginning in 2016

<sup>†</sup> indicates forecasted estimate only; the organization is required to reapply for funding

# Appendix



---

## **GLOSSARY OF TERMS**

---

### **Accrual Accounting**

The practice of recording a revenue or expense in the period in which it is incurred, rather than when funds are actually received or paid.

### **Balanced Budget**

A budget where revenues equal expenditures, with neither a surplus nor a deficit, as stipulated by the Municipal Government Act.

### **Budget**

A plan of operation which identifies estimated expenditures and anticipated revenues to meet ongoing financial obligations and provide programs and services for a set period of time.

### **Business Case**

A plan introducing new service levels or changes in existing services levels. Includes elements such as financial implications, links to the strategic plan, background and statement of need, and recommended alternatives.

### **Capital Expenditure**

A capital expenditure is an expenditure wherein funds are used to buy a fixed asset or to add to the value of an existing fixed asset.

### **Capital Budget**

Money budgeted, over an established period of time, for buying or building fixed assets.

### **Debenture**

Loan repayable to the Alberta Capital Finance Authority or other entity (bank, treasury branch, or credit union) approved by the Province of Alberta.

### **Debt Limit**

Maximum amount of debt that can be borrowed based on criteria established by the Municipal Government Act and/or self-imposed by the municipality.

### **Deficit**

The excess of expenditures over revenues over an accounting period.

### **Depreciation**

To process of allocating the cost of a fixed asset over its useful life in accordance with accounting principles and policy.

### **Fixed Assets**

Assets with a useful life extending beyond one year, including but not limited to buildings, equipment, vehicles, infrastructure, and land.

### **Full Time Equivalent (FTE)**

A measurement of staff; FTE is the ratio of the number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee.

### **Fund**

Generally established for specific activities or government functions, funds are separate accounting entities, with self-balancing sets of accounts, recording financial transactions.

### **Offsite Levy**

Funds levied from developer agreements on new land developments/subdivisions, which is restricted for projects required due to growth as per the MGA.

### **Operating Budget**

Money budgeted for general revenues and expenditures, over an established period of time, in order to provide municipal services in the course of ordinary business.

### **Operational Plans**

Outlines the service profiles, descriptions, outputs, and strategic alignment of business units in the organization.

### **Reserve**

Monies set aside for future use that may be restricted to expenditure for specified purposes.

### **Revenue**

Funds received by various sources, treated as income, and used to finance expenditures. Revenue includes, but is not limited to, taxes, user fees, government transfers, interest and penalties.

## **GLOSSARY OF TERMS**

---

### **Revenue Registry**

A registry of operational revenues that identifies major revenue streams and the underlying drivers of these revenues.

### **Service Profile/Service Outputs**

Defines the frequency, amount, or type of service provided by a business unit (e.g., park turf—12 to 16 cuttings per season).

### **Strategic Plan 2014-2018**

Strategic planning document describing the vision, mission, and values, and identifying goals and outcomes.

### **SWOT Analysis**

SWOT is an acronym for Strengths Weaknesses Opportunities Threats. A SWOT analysis is an examination of internal strengths and weaknesses, along with external opportunities and threats, by an organization, in order to plan a strategy.

### **Supplementary Tax Revenue**

Property taxes on new properties that are completed and occupied during the year.

### **Tangible Capital Assets**

Non-financial assets having physical substance that are acquired, constructed or developed and: are held for use in the production or supply of goods and services for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for resale in the ordinary course of operations.

### **Tax Assessment**

An estimate of a property's value in order to determine an amount subject to a property tax levy.

### **Utilities**

City-operated utilities; water, sewer and waste management.

### **Vision**

Council's and the community's vision of what the City of Leduc could and should be.

## ACRONYMS

---

<i>Acronym</i>	<i>What It Stands For</i>
<b>ACRWC</b>	Alberta Capital Region Wastewater Commission
<b>AHS</b>	Alberta Health Services
<b>AUMA</b>	Alberta Urban Municipalities Association
<b>AVPA</b>	Airport Vicinity Protection Area
<b>DBA</b>	Downtown Business Association
<b>CAMMS</b>	Product and service provider of performance and business management solutions
<b>CFEP</b>	Community Facility Enhancement Program
<b>CIP</b>	Community Initiatives Program
<b>COLA</b>	Cost of Living Allowance
<b>CPO</b>	Community Peace Officer
<b>CPS</b>	Community and Protective Services
<b>CRB</b>	Capital Region Board
<b>CREPP</b>	Capital Region Emergency Preparedness Partners
<b>CRSWSC</b>	Capital Region Southwest Water Services Commission
<b>EIA</b>	Edmonton International Airport
<b>EMS</b>	Emergency Medical Services
<b>FAC</b>	Final Acceptance Certificate
<b>FCM</b>	Federation of Canadian Municipalities
<b>FCSS</b>	Family and Community Support Services
<b>FOIP/FOIPP</b>	Freedom of Information and Protection of Privacy
<b>FSMP</b>	Fire Services Master Plan
<b>FTE</b>	Full Time Equivalent
<b>GIS</b>	Geographic Information System
<b>GM</b>	General Manager
<b>HPN</b>	High Precision Network
<b>HR</b>	Human Resources
<b>IAFF</b>	International Association of Fire Fighters
<b>IDP</b>	Inter-Municipal Development Plan

## ACRONYMS

---

<i>Acronym</i>	<i>What It Stands For</i>
<b>ISS</b>	Information Support Services
<b>IT</b>	Information Technology
<b>ITGC</b>	IT Governance Committee
<b>JIMPSE</b>	Joint Infrastructure Master Plan and Service Evaluation
<b>KPI</b>	Key Performance Indicator
<b>LATS</b>	Leduc Assisted Transportation Services
<b>LEAB</b>	Leduc Environmental Advisory Board
<b>LES</b>	Leduc Enforcement Services
<b>LIDAR</b>	Light Detection And Ranging
<b>LRC</b>	Leduc Recreation Centre
<b>MGA</b>	Municipal Government Act
<b>MPMA</b>	Municipal Pavement Management Application
<b>MSI</b>	Municipal Sustainability Initiative
<b>NDCC</b>	New Deal for Cities and Communities
<b>NFPA</b>	National Fire Protection Association
<b>OHS/OH&amp;S</b>	Occupational Health and Safety
<b>PARTY</b>	Prevent Alcohol and Risk-Related Trauma in Youth
<b>PS</b>	Public Services
<b>PYE</b>	Projected to Year End
<b>RCMP</b>	Royal Canadian Mounted Police
<b>RFP</b>	Request For Proposal
<b>RFQ</b>	Request For Quote
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>SWOT</b>	Strengths Weaknesses Opportunities Threats analysis
<b>TCA</b>	Tangible Capital Asset
<b>TIPP</b>	Tax Installment Payment Plan
<b>YTD</b>	Year To Date

---



## City of Leduc Policy

### Policy Title: Tangible Capital Assets Financial Reporting Policy

**Policy No:** Records Dept. Administers the Policy No.

**Supersedes:** Records Dept. has info

**Revision #:** Records Dept. has info

<b>Authority (Council or City Manager):</b> City Manager	
<b>Section:</b>	<b>Approval Date:</b>
<b>Responsible Department:</b> Finance	<b>Effective Date:</b>
<b>Relevant Legislation:</b> Public Sector Accounting Standards Board – PS 3150	
<b>Relevant Council Resolution(s) and Date(s):</b>	
<b>Relevant Bylaw and Date(s):</b>	
<b>Authority’s Signature:</b> <b>This policy requires a number, revision/supersedece information and an effective date before it can be brought for approval/signature.</b>	

### Policy Objective:

The purpose of this policy is to establish accounting and reporting procedures for tangible capital assets (TCA's) owned by the City of Leduc (the “City”) in accordance with the *Public Sector Accounting Handbook* (Section PS 3150).

The objectives of capitalizing tangible assets are:

- To maintain appropriate accountability for the City’s tangible capital assets;
- To promote sound corporate management of capital assets;
- To ensure compliance with Public Sector Accounting Standards PSAS;
- To measure and report the full cost of the City’s operations;
- To achieve better and more effective asset management; and
- To ensure that capital asset acquisitions are planned for, budgeted for, purchased and financed in an appropriate manner.

This Tangible Capital Assets Financial Reporting Policy is to be used in conjunction with the “*Public Sector Accounting Standards PS 3150 Tangible Capital Assets.*”

### Policy Scope:

This policy applies to all departments and organizations that the City is responsible to include in its reports.

All tangible capital assets owned by the City, either through purchase, construction, or contribution which qualify as capital assets are addressed in this policy.

## **Definitions:**

See *Appendix A - Definitions*

## **Principles:**

The principles for this policy include:

1. The policy is for the benefit of the City as a whole; the managers of the City's tangible capital assets; and for the users of the City's financial statements.
2. The cost associated with the collection and recording of the data is balanced with the benefits achieved by users of the data and reports.
3. Accounting for TCA's is a joint responsibility between departments procuring TCA's and the Finance Department and shall be done in accordance with this policy and PS 3150.
4. Compliance is with all legislation applicable to municipalities.
5. Materiality is considered.
6. Initial inventory historical costs for the City's tangible capital assets for the years 2008 and prior were calculated using a deflation factor applied to a the best estimate of a 2009 fair value; or recorded at actual costs less depreciation (**NBV – net book value**) whenever actual costs were available.
7. The policy considers the City's Strategic Plan 2014 – 2018, Goal 6 – Fiscal Sustainability, Outcome 6.3 to finalize and implement the fiscal sustainability plan. Correct accounting for TCAs is important to the City's fiscal sustainability.
8. The policy will assist in providing guidance to departments when planning and budgeting for capital asset purchases and replacements.

## **Policy Statements:**

A general framework is established for the management and control of the City's tangible capital assets. Included in this framework is proper recognition; measurement; thresholds; classification; amortization; disposals and write-downs.

### **1) Recognition**

All tangible capital assets purchased, constructed, or received as contribution by the City which qualify as capital assets and meet the capitalization threshold will be capitalized.

In accordance with PS 3150, **tangible capital assets (TCA's)** are **non-financial assets** having physical substance that:

- (i) are held for use in the production or supply of goods or services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- (ii) have useful economic lives extending beyond an accounting period (one year);



- (iii) are to be used on a continuing basis; and
- (iv) are not intended for sale in the ordinary course of operations.

Land is recognized as a capital asset but it has an indefinite useful life and is therefore not amortized. **Works of art and historical treasures**, intangible assets such as patents, copyrights and trademarks and **bio assets** are not capitalized or amortized.

The City should account for a **capital lease** as an acquisition of a tangible capital asset and an incurrence of a liability in accordance with *Public Sector Accounting Guideline PSG-2 – Leased Tangible Capital Assets*.

For **joint ventures** the capitalized cost and amortization of the asset is based on the City's proportionate share of the asset as specified in the joint venture contract.

Assets removed from productive use and assets held for sale by the City which would otherwise have been reported as a tangible capital asset should be reported as **financial assets** and amortization should not be applied.

## 2) Measurement – Cost

The **Cost** of a tangible capital asset as defined by PS 3150 is the gross amount of consideration given up to acquire, construct, develop or better an asset and includes all costs directly attributable to its acquisition, construction, development or betterment, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed capital asset is considered to be equal to its fair value at the date of contribution. Capital grants are not netted against the cost of the related capital asset as full cost of the asset is considered.

Assets owned by the City but not paid for by the City including those received by way of contributions, dedications, donations and gifts, are to be recorded at **fair value**. In the case that an estimate of fair value cannot be made, the capital asset should be recognized at a nominal value of one dollar.

Many tangible capital assets, particularly office furniture and equipment and computer hardware devices, may not meet the capitalization threshold as individual assets but as an **asset pool** they do. These assets can be recorded on an annual basis based on the total cost of the pooled assets assuming all assets in the pool are similar in function, have the same useful life and meet the capitalization threshold for that asset class.

The City uses the **whole asset approach** in most cases to record the cost of each asset. However, the **component approach** is used when the cost of each component can be reasonably estimated.

### 3) Capitalization Thresholds

**Capitalization threshold** is defined as the minimum value of an expenditure that meets the criteria of a tangible capital asset and that will be recorded as a tangible capital asset. City projects that are budgeted as capital but do not meet the threshold or the definition of a TCA are expensed in the year in which they are acquired. Costs for these assets are referred to as **capital-type expenses**.

Thresholds should be applied on an individual asset basis, unless multiple expenditures for tangible capital assets valued below the capitalization threshold that would normally be expensed, result in a material misstatement of the financial statements. In this case, assets should be recognized as an **asset pool** and recorded as a tangible capital asset.

Expenditures that meet both the criteria of a tangible capital asset and meet or exceed the following capitalization thresholds are to be recorded as a tangible capital asset.

**Table 1 – Major Asset Classes & Capitalization Thresholds**

Major Asset Class	Capitalization Threshold
Land	Capitalize All
Land Improvements	10,000
Buildings	100,000
Building Improvements	100,000
Engineered Structures	100,000
Machinery & Equipment	10,000
Vehicles	10,000

### 4) Asset Classifications

In order to facilitate reporting, capital assets must be assigned to the “major” classifications outlined in **Table 1 – Major Asset Classes & Capitalization Thresholds** above. Capital assets can be further classified into minor classes. **Appendix B – Major and Minor Asset Classes and Recommended Useful Life** provides a breakdown of major and minor classes and recommended useful life for each asset class. The “major” classifications that describe what an asset objectively is include:

#### i. Land

Land includes land purchased or acquired for value for parks and recreation, building sites, infrastructure (roads, bridges, utilities etc.), and other program use but not land intended for resale.

Land owned by the City includes but is not limited to land used for parks, land

under roads, sidewalks and multi-ways, land used for City owned facilities, municipal reserves, and public utilities. Annexed land and land received through contribution is also included in the City's land inventory. Land assets are not subject to amortization.

## ii. **Land Improvements**

Land Improvements consist of any capital expenditures incurred to beautify the land or to make it ready for its intended use. It includes improvements of a permanent nature such as parking lots, landscaping, fences and pathways.

The City's land improvement assets include but are not limited to parks, playgrounds, fences, signage, ball fields, outdoor rinks and pools, the spray park, parking lots, and multi-ways.

## iii. **Buildings**

Buildings are permanent or portable building structures, such as office buildings, garages, warehouses, and recreation facilities intended to shelter persons and/or goods, machinery and equipment.

The City's buildings include but are not limited to the Civic Centre, the Operations Building, the Protective Services Building, the Leduc Recreation Centre, the Alexandra Arena, the bus barn, the library, storage sheds, and various facilities used by community groups and sporting organizations.

This classification is for newly constructed buildings in the year that construction is completed. Buildings are recorded at full cost and are not typically separated into components.

## iv. **Building Improvements (Betterments)**

Building improvements (betterments) are any modifications, renovations or additions to existing buildings. **Betterments** typically prolong an assets useful life or improve its **service potential** or functionality. It includes major improvements such as a roof replacement or a complete overhaul of the mechanical system. It must meet the capitalization threshold.

**Repairs and maintenance** which are necessary to obtain the expected service potential of a capital asset for its estimated useful life are not betterments and should be expensed.

#### v. **Engineered Structures**

Engineered structures are permanent structural works such as roads, bridges, canals, dams, water and sewer, and utility and transmissions systems, including plants and substations.

The City's engineered structures include but are not limited to roads, water, wastewater and storm systems. These are further broken down into minor classes such as pavement surface, pavement substructure, sidewalks, bridges, pipes, valves, hydrants, manholes, reservoirs and lift stations.

#### vi. **Machinery and Equipment**

Machinery and equipment includes heavy equipment used for constructing or maintaining infrastructure, smaller equipment for use in buildings and offices, furnishings, and computer hardware and software. This class does not include stationary equipment that is attached to buildings and vehicles. In these cases the cost is included in the cost of the building or vehicle.

When individual purchases of machinery or equipment do not meet the capitalization threshold they can be pooled and capitalized in the year of purchase as a pooled asset. Pooled assets must have similar use and function and have the same useful life.

Machinery and equipment assets owned by the City include but are not limited to tractors, mowers, sweepers, snow plows, portable radios, thermal imaging cameras, fitness equipment, office furniture and workstations, computer workstations and laptops, printers, and software.

#### vii. **Vehicles**

City owned vehicles include trucks, vans and cars used by public services, planning, facilities and protective services. This category also includes fire trucks, ambulances and transit buses.

#### viii. **Work in Progress (WIP)**

**Work in progress** assets refer to new tangible capital assets such as roads and buildings that are under construction but not yet complete. Work in progress assets are not capitalized or amortized until construction is substantially complete and the asset is ready to be put into service or for productive use.

Construction costs are tracked in a work in progress (WIP) GL account and are transferred to a tangible capital asset (TCA) GL when construction is complete. Amortization begins when an asset is put into service or productive use.

## 5) Amortization

**Amortization (Depreciation)** is a rational and systematic manner of allocating the cost of an asset, net of its **residual value**, over its estimated useful life.

The City of Leduc typically uses the **straight-line method** with half-year rule to calculate amortization. With the straight-line method, annual amortization is calculated by dividing the original cost of the asset by its estimated useful life. The resulting amortization is accumulated annually over the useful life of the asset with the exception of the year of acquisition and final year of amortization when only 50% of the amount is applied.

The **estimated useful life** is the period over which an asset is expected to provide services. An asset's useful life can be estimated based on its expected future use, effects of technological obsolescence, expected wear and tear from use or the passage of time, and the level of maintenance and experience with similar assets.

**Appendix B – Major and Minor Asset Classes and Recommended Useful Life** is a general guide for the estimated useful life for the different asset classifications. The estimated useful lives are intended to apply to assets in new condition. The estimated useful lives of acquired used assets should be reduced based on the age and condition of the asset.

The recommended useful lives shown in **Appendix B - Major and Minor Asset Classes and Recommended Useful Life** are guidelines only. These useful lives will be used in the absence of better information. If the intended future use of an asset is such that the useful life is expected to vary considerably from the recommended useful life then the better estimate will be used. In determining the most appropriate useful life of an asset, finance will work in collaboration with the department responsible for the purchase and maintenance of the asset.

Land has an unlimited useful life and should not be amortized.

Amortization should not be recorded on work in progress, capital assets which have been removed from service but not yet disposed of, or assets held for sale.

## 6) Disposals

**Disposal** of a capital asset results in its removal from service as a result of sale, destruction, loss or abandonment.

When a capital asset is disposed of, the cost and the accumulated amortization should be removed from the accounting records and any gain or loss recorded.

Any cost of disposal paid by a department should be expensed and not netted against the gain or loss on disposal.

A **gain or loss on disposal** is the difference between the net proceeds received and the net book value of the asset and should be accounted for as a revenue (gain) or expense (loss), respectively, in the period the disposal occurs.

Proceeds from the sale of a capital asset less the net book value should be recorded in the appropriate department's realized gain/loss account. The total proceeds (*not just gains on disposal*) are transferred to the appropriate reserve account at year end.

A department may remove a capital asset from service and make plans to sell it. Amortization should not be recorded in the year the capital asset is removed from service.

For certain capital asset categories, determining the cost and corresponding accumulated amortization to dispose of can be difficult because not all assets are recorded individually. This is especially true in the case for pooled assets and linear assets such as roads and underground utilities. Asset replacement occurs on a regular basis but administrative costs to separately track and account for each acquisition and disposal transaction would be prohibitive. In these situations, if individual asset costs are available or can be reasonably estimated then a disposal is done. Otherwise, the asset pool remains on the books until it is fully depreciated. If, at that time, it is determined all of the assets in the pool are no longer in use then the entire asset pool can be disposed of.

## 7) Write-Downs

An **asset impairment** occurs when conditions indicate that a tangible capital asset no longer contributes to the City's ability to provide goods and services, or that the value of future economic benefits associated with the asset is less than the net book value. When an asset impairment is identified and conditions are expected to be permanent then the cost of the tangible capital asset should be reduced to reflect the decline in the assets value. The amount of the reduced cost of the asset is a **write down**.

Write-downs of tangible capital assets should be recorded as a current period expense in the period that the decrease can be measured and expected to be permanent.

Write-downs are permanent and cannot be reversed even if circumstances change.

## **Accounting and Reporting Requirements**

Each department is responsible for budgeting for their own capital asset purchases.

Each department is responsible for coding invoices for their capital asset purchases. Departments must provide the capital project ID and the corresponding general ledger account. Finance is responsible for providing departments with a list of the general ledger accounts that correspond to the project IDs. Departments are also responsible for determining the **fair value** for assets received by way of donation or contribution and for providing this information to finance.

Finance is responsible for keeping accurate and timely information in the general ledger (GL) and subsidiary ledger (fixed asset module). The GL should be reconciled to the fixed asset module on an annual basis after all capital asset transactions have been recorded for the year. Supporting documentation for all capital assets received by way of purchase, construction, contribution, and donation must be available as well as supporting documentation for disposals.

Finance calculates amortization annually after all other capital asset transactions have been recorded. Amortization expense and accumulated amortization recorded to the GL must reconcile to the fixed asset module.

The City is expected to maintain the following minimum information on each individual asset:

- Description – a unique identification to describe the asset such as a serial number
- Classification – as outlined in **Appendix B**
- Asset type – completed or work in progress
- Cost – total cost for the asset
- Date placed in service – date of purchase, donation or completion (The City uses December 31<sup>st</sup> of the year the asset is placed in service.)
- Amortization method – The City uses the straight line method with the 50% rule but depending on the nature of the asset a more appropriate amortization method can be used.
- Estimated useful life – as outlined in **Appendix B**
- Disposal or transfer information

The City should also maintain information about the nature of any **works of art and historical treasures** held. These are not amortized due to the difficulty in determining future value to the City of Leduc, but are simply disclosed in the notes to the financial statements.

## **Presentation and Disclosure**

As per Public Sector Accounting Standard PS 3150.40 the financial statements should disclose, for each major category of tangible capital assets and in total:

- (a) cost at the beginning and end of the period;*
- (b) additions in the period;*
- (c) disposals in the period;*
- (d) the amount of any **write-downs** in the period;*
- (e) the amount of amortization recorded for all tangible capital assets for the period;*
- (f) accumulated amortization at the beginning and end of the period; and*
- (g) the net carrying amount (net book value) at the beginning and end of the period.*

PS 3150.42 specifies that financial statements should also disclose the following information about tangible capital assets:

- (a) The amortization method used, including the amortization period or rate for each major category of tangible capital asset;*
- (b) The net book value of tangible capital assets not being amortized because they are under construction or development or have been removed from service;*
- (c) The nature and amount of contributed tangible capital assets received in the period and recognized in the financial statements;*
- (d) The nature and use of tangible capital assets recognized at nominal value;*
- (e) The nature of the works of art and historical treasures held by the City; and*
- (f) The amount of interest capitalized in the period.*

## **Policy Review**

This policy is to be reviewed every three years or sooner if changes in accounting standards require it.

## **Additional Information**

Questions regarding capital asset requirements may be directed to the Manager, Accounting Services, who may consult with the Director of Finance.

## **Attachments**

***Appendix A – Definitions***

***Appendix B – Major and Minor Asset Classes and Recommended Useful Life***



## Tangible Capital Assets Financial Reporting Policy

### Appendix A – Definitions

---

**“Tangible Capital Assets (TCA’s)”** are non-financial assets having physical substance that:

- are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- have useful economic lives extending beyond an accounting period (one year); and
- are utilized to achieve City plans, objectives and services with the intention of being used on a continuous basis and are not intended for sale in the ordinary course of operations.

Tangible capital assets do not include such things as:

- inventories held for resale (including land);
- capital grants;
- intangible assets, except for software which is tangible for the purpose of capitalization;
- biological assets;
- feasibility studies, business cases, management reviews; and
- assets with costs falling below the thresholds outlined in this policy.

**“Amortization (Depreciation)”** is a rational and systematic manner of allocating the cost of an asset, net of its residual value, over its estimated useful life.

**“Asset Impairment”** occurs when conditions indicate that a capital asset no longer contributes to the City’s ability to provide goods and services, or that the value of future economic benefits associated with the asset is less than the net book value.

**“Asset Pool”** are similar assets that have a unit value below the capitalization threshold but have a material value that exceeds the threshold as a group. Such assets shall be pooled as a single asset with one combined value in the year of acquisition.

**“Betterments”** are enhancements to the **service potential** of a capital asset such as:

- An increase in the previously assessed physical output or service capacity;
- A reduction in associated operating costs;
- An extension of the estimated useful life; or
- An improvement in the quality of output.

**“Bio Asset or Biological Asset”** is a living animal or plant. Bio Assets are not capitalized or amortized.

**“Capital Lease”** is a lease held on a non-financial asset that has physical substance and a useful life extending beyond an accounting period and that is used in the delivery of goods and services. Substantially all of the benefits and risks of ownership are transferred to the City without requiring the transfer of legal ownership. For substantially all of the risks and

benefits of ownership to be transferred, one or more of the following conditions must be met:

- There is reasonable assurance the City of Leduc will obtain ownership of the leased property by the end of the leased term.
- The lease term is of such duration that the City will receive substantially all of the economic benefit expected to be derived from the use of the leased property over its lifespan. The threshold for this test is 75%.
- The minimum lease payments, excluding any portion relating to executor costs are equal to 90% or more of the fair market value of the lease property at the inception of the lease.

**“Capital-type Expenses”** are costs for assets that were budgeted as capital but either do not meet the definition of a tangible capital asset or do not meet the capitalization threshold. In either case, these costs are expensed in the year they were realized.

**“Capitalization Threshold”** is the minimum cost an individual asset or asset pool must have before it is recorded as a capital asset on the statement of financial position.

**“Component Approach”** is an approach whereby major components of a capital asset are individually capitalized and amortized. For example the major components of a building (exterior shell, windows, roof, HVAC etc.) may be capitalized.

**“Cost”** is the gross amount of consideration given up to acquire, construct, develop or better a capital asset and includes all costs directly attributable to its acquisition, construction, development or betterment, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed capital asset is considered to be equal to its fair value at the date of contribution.

**“Disposal”** refers to the removal of a capital asset from service as a result of sale, destruction, loss or abandonment.

**“Estimated Useful Life”** is the estimate of the period over which a capital asset is expected to be used or the number of units of production that can be obtained from the asset. It is the period over which an asset will be amortized and is normally the shortest of the physical, technological, commercial or legal life.

**“Fair Value”** is the amount of the consideration that would be agreed upon in an arm’s length transaction between knowledgeable, willing parties, who are under no compulsion to act.

**“Financial Assets”** are assets that are available to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Examples of financial assets are cash on hand, accounts receivable and inventories for resale.

**“Gain on Disposal”** is the amount by which the net proceeds realized upon an asset’s disposal exceed the asset’s net book value.

**“Joint Venture”** is an arrangement in which the parties agree to pool their resources for the purpose of completing a specific project that is to their mutual benefit. Each party contributes assets and shares costs and risks. The proportionate share of the assets owned by each party is specified in the joint venture contract.

**“Loss on Disposal”** is the amount by which the net book value of a capital asset exceeds the net proceeds realized upon the asset’s disposal.

**“Net Book Value”** is the capital asset cost less accumulated amortization and any write-downs. It represents the asset’s unconsumed cost.

**“Non-financial Assets”** are assets that do not normally provide resources to discharge liabilities. They are employed to deliver government services, may be consumed or used up in the delivery of those services, and are not generally for sale. Examples of non-financial assets are capital assets and inventories held for consumption or use.

**“Repairs and Maintenance”** are ongoing activities to maintain a capital asset in operating condition. They are required to obtain the expected service potential of a capital asset over the estimated useful life. Costs for repairs and maintenance are expensed.

**“Residual Value”** is the estimated net realized value of a capital asset at the end of its estimated useful life.

**“Service Potential”** is the output or service capacity of a capital asset.

**“Straight-line Method”** is an amortization method which allocates the cost of a capital asset equally over each year of its estimated life.

**“Whole Asset Approach”** is an approach which considers an asset to be an assembly of connected parts. Costs of all parts would be capitalized and amortized as a single asset.

**“Work in Progress”** is the accumulation of capital costs for partially constructed or developed projects.

**“Works of Art and Historical Treasures”** are property that has cultural, aesthetic, or historical value that is worth preserving perpetually. These assets are not capitalized as their service potential and expected future benefits are difficult to quantify. They are, however, noted in financial statements.

**“Write-down”** is a reduction in the cost of a capital asset as a result of a decrease in the quality or quantity of its service potential. A write down should be recorded and expensed in the period the decrease can be measured and is expected to be permanent.

**Tangible Capital Assets Financial Reporting Policy**  
**Appendix B – Major and Minor Asset Classes and Recommended Useful Life**

Asset Major Class	Asset Minor Class	<sup>1</sup> Recommended Useful Life in Years
LAND		Not Capitalized
<b>LAND IMPROVEMENTS</b>	Multi-ways	25
	Parking Lots – Asphalt	20
	Parking Lots – Gravel	15
	Parks	20
	Skateboard Parks	20
	Skating Rinks	20
	Playgrounds & Equipment	20
	Fountains	20
	Lighting	20
	Signage (Large Entryway Signs)	20
	Ball Fields	20
	Fencing	20
<b>BUILDINGS</b>	Permanent Structures	50
	Portable Structures	25
<b>BUILDING IMPROVEMENTS (BETTERMENTS)</b>	Major Overhaul	50
	Minor Restorations (not maintenance)	25
	Mechanical Systems	25
	Leasehold Improvements	Variable
<b>ENGINEERED STRUCTURES – ROADS</b>	Pavement Surface	20
	Pavement Substructure	40
	Curb & Gutter	30
	Rural Gravel Roads	25
	Sidewalks	30
	Bridge	30
	Bridge Culvert	30
	Traffic & Crosswalk Signals	30
	Traffic Cameras	10
<b>ENGINEERED STRUCTURES – WATER/WASTEWATER/STORM</b>	Pipes – All Materials	75
	Pipe – Liners	50
	Water Piping Valves	75
	Service Connections	75
	Fire Hydrants	75
	Water Reservoirs	45
	Manholes	75

	Sanitary Lift Stations	45
	Pumps	25
	Catch Basins	75
	Outfalls and Intakes	75
	Storm Ponds	75
<b>MACHINERY &amp; EQUIPMENT</b>		
	Pumper Truck Equipment	12
	Voice Recorders	10
	Ambulance Equipment	12
	Fire & Ambulance Rescue Equipment	5 - 12
	Thermal Imaging Cameras	5
	Radios & Pagers	5
	Fitness Equipment	20
	SCADA System	10
	Computer & Network Hardware	5
	Computer Software	4
	Fiber Optics	30
	Large Tools & Shop Equipment	15
	Waste Collection Carts	15
	Tractors	15
	Sweepers & Brooms	10
	Pressure Washers	10
	Zambonis & Ice Equipment	10
	Snow Blowers	15
	Mowers (Ride on)	10
	Trailers	10
	Plows, Loaders & Graders	15
	Mules	10
	Snowmobiles & ATVs	10
	Portable Signs	20
	Turf Equipment	10
	Water Meters	20
	Office Equipment	10
	Office Furniture/Workstations	20
	Restaurant FF&E	10
	Photocopiers	5
	Brush Chippers	10
<b>VEHICLES</b>		
	Light Duty	10
	Medium Duty	10
	Heavy Duty	10
	Transit Buses	10
	Fire Trucks	17
	Ambulances	10

<sup>1</sup>The estimated useful life is a guideline only and can vary depending on the nature and use of individual assets.



## **FINANCIAL STRUCTURE, POLICY AND PROCESS**

## Table of Contents

	<u>Page</u>
General Financial Objectives.....	248
Accounting, Auditing and Financial Reporting .....	249
Municipal Budget.....	250
Financial Reserves.....	252
Property Taxation.....	253
Revenue .....	255
Expenditures .....	256
Debt Guidelines.....	257
Investments.....	259
Cash Management .....	260

## **General Financial Objectives**

The City of Leduc's Financial Structure, Policy and Process guides Administration's fiscal management and effective use of resources, in alignment with our long term financial sustainability plan.

### Financial Sustainability

To generate sufficient revenues to offset the operating and capital expenditure to maintain necessary service levels and promote growth within the City.

### Financial Management

To ensure financial resources are managed effectively to maintain and enhance the fiscal position of the City.

### Financial Flexibility

To maintain financial flexibility in order to meet continually changing local and regional economic conditions.

### Legislative Compliance

The City is governed by the Municipal Government Act (MGA). The MGA is the legislative framework in which all municipalities and municipal entities across the Province of Alberta operate.



## **Accounting, Auditing and Financial Reporting**

### Accounting

The City of Leduc prepares and presents its financial statements using the accrual basis of accounting, in accordance with Canadian Public Sector Accounting Standards.

### Annual Financial Statements

The City's fiscal period is January 1 to December 31. The City of Leduc must prepare two annual financial statements for the preceding year:

1. In accordance with the Public Sector Accounting Standards.
2. In accordance with the Municipal Government Act.

### Auditor's Report

The City's auditor must report to City Council on the Annual Financial Statements and the Financial Information Return. This must be submitted to the Province of Alberta no later than May 1.

### Interim Financial Reporting

The City will review its revenues and expenditures for the current year and report to City Council every quarter. This report will include an operational variance analysis and status of capital projects.

# Financial Structure, Policy and Process

---

## **Municipal Budget**

### Budget Requirement

City Council must adopt an operating and capital budget for each calendar (fiscal) year.

Where a budget is not approved prior to December 31, the City is required to approve an interim budget to authorize expenditures until such time as the budget is approved.

The Municipal Government Act requires that every municipality adopt an annual operating and a capital budget. The City's Administration prepares a 3 year Operating Budget and a 10 Year Capital Plan, the first year is approved with subsequent years accepted in principle.

### Budgetary Control System

Administration will maintain a budgetary control system to ensure adherence to the budget and will prepare regular reports comparing actual revenues and expenditures to budgeted amounts.

### Budget Development

The City's annual budget will be developed based on the principles approved in spring by City Council with respect to the "Budget Guiding Principles" policy 11.00:19.

## **Operating Budget:**

### Balanced Budget

The City's operating budget is required to be balanced where revenues are equal or greater than expenditures for each year. There is one general fund for the operational budget.

The City of Leduc budgets according to the accrual method; however amortization, gains and or losses on disposal of assets are not budgeted.

The City of Leduc does not budget in accordance to Public Sector Accounting Standards.

## **Capital Budget:**

### Annual Capital Budget

The City coordinates development of the annual capital budget with the development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.

### Ten-Year Capital Plan

The City of Leduc has a prioritization criteria process that is reviewed during the budget process to determine importance and eligibility of projects with respect to the 10 year capital plan. This criterion is found in the infrastructure investment policy 12.02:09.

## **Financial Structure, Policy and Process**

---

1. The City develops an annual ten-year capital plan with associated funding sources. The first year of this ten-year capital plan is approved annually as the capital budget and the subsequent years accepted in principle.
2. All departments' needs shall be considered in the plan.
3. The City shall maintain a balanced mix of financing for funding capital projects, including pay-as-you-go, grants and debt without excessive reliance on any source.

### Capital Expenditures

All capital expenditures, regardless of the amount, will be reviewed as to community sensitivity in concert with the respective Council liaison, with the Department responsible prior to purchase. It will be the responsibility of this representative of Council to ensure that the rest of Council is apprised of the factors considered in making the decision on the capital expenditure.

### Design of Capital Projects

The design of capital projects, when possible, will be carried out in the year before the construction of those projects.

### Grants

The City of Leduc will maximize the use of all available grants.

### Reserve Funding

After the capital grants have been allocated and committed to projects, reserve funding is then utilized to support capital projects.

### **Financial Reserves**

#### Reserve Policy

Reserves are set up by Council for specific purposes through its reserve policy. They are used to offset impacts of major expenditures and stabilize the operating and capital budgets.

The City maintains both operating and capital reserves. The operating reserves are used to fund unexpected or emergency expenditures, to smooth the impact of financial changes on tax payers and service users or are set aside for specific future liabilities. The capital reserves are mainly used to support the City's long-term capital planning.

#### Investment Income Earned on Reserves

Investment income earned on reserve funds will be partially added to the reserves. \$100,000 will be used to fund the operating budget.

## **Property Taxation**

### Property Tax

The operating and capital budgets must be adopted by City Council prior to passing the property tax bylaw.

The property tax bylaw sets out the tax rates (mill rates) for municipal purposes and for the provincial education requisition.

Combined assessment and property tax notices are prepared in accordance with the Municipal Government Act and the property tax bylaw. Notices are mailed no later than May 24 each year and taxes are due June 30.

### Supplementary Assessment and Taxation

City Council passes a supplementary assessment bylaw prior to May 1 of each year in order to levy supplementary taxes. The assessor prepares a supplementary assessment for any improvements that are completed or occupied during the current year that did not appear on the annual assessment and tax notice. The supplementary assessment and tax notice advises the owner of the additional assessment amount that has been placed on the property as a result of the new building(s) completed. The resulting supplementary tax is pro-rated based on the number of months the improvement has been completed or occupied. Supplementary tax notices are mailed annually in November and are due within 30 days.

### Property Tax Penalties

Taxes not paid by June 30 are subject to penalties in accordance with the Property Tax Penalty Bylaw. A penalty charge of 6% is applied on current taxes outstanding on July 1. A penalty of 2% is applied to outstanding current taxes at the beginning of each month from August to December. A penalty of 12% is applied to all taxes in arrears on January 1 of each year.

### Pre-authorized Tax Payment Plan

The City's Tax Installment Plan (TIPP) allows taxpayers to pay their taxes in 12 monthly installments instead of in a single yearly payment. The payment amount remains the same from January to May each year. In June, when the tax notices are sent out, there will be a revised amount (resulting from the annual levy) on the tax notice advising what the payments will be from June to December.

### Tax Adjustments and Rebates

In accordance with the Municipal Government Act, the City Assessor has the authority to correct an assessment. A credit to a tax account will be issued for the current year only. Corrections to assessments and subsequent tax levies in prior years must be approved by City Council.

### Appeal Process

While property owners may not appeal their property tax, they may appeal their property assessment by submitting, in writing, a formal complaint to be heard by an Assessment Review Board. The

## **Financial Structure, Policy and Process**

---

complaint, together with the filing fee, must be filed with the Clerk of the Local or the Composite Review Board within 60 days of receipt of their tax notice.

# Financial Structure, Policy and Process

---

## Revenue

### Diversified and Stable Revenue System

The City will try to maintain a diversified and stable revenue system to shelter it from short-term fluctuation in any one revenue source.

### Interest / Investment Income

Interest and investment income is reported within general operating revenues. Where the City's reserves are entitled to earn investment income, this is transferred to the specific reserve as an expense within the operating budget.

### User Fees

The City of Leduc charges user fees for services. All user fees will be established at a level related to the full costs (operating, direct, indirect and capital) of providing the service. The City will review fees and charges annually during the budget process.

Certain user fees are approved through bylaw (i.e. utility charges, tax certificates and inquiries).

The City will consider market rates and charges levied by other municipalities of similar size for like services in establishing rates, fees and charges.

### Collection of Revenues

The City will follow an aggressive policy of collecting revenues.

### Expenditures

#### Approved / Adjusted Expenditures

An expenditure may only be made if it is included in the operating or capital budgets or otherwise authorized by Council through resolution; for an emergency; or legally required to be paid. As per our delegation of authority, the City Manager has the ability to make some adjustments to both operating and capital budgets as per the City Administrative Bylaw 872-2014.

Administration adheres to the administrative purchasing practices as defined in the procurement policy 11.00:20 and procurement manual.

#### Purchasing Process

Procurements of goods and services are to be procured through a *Direct Purchase, Informal Competition, or Formal Competition* process.

1. Purchases of goods and services of \$5,000 or less are considered a *Direct Purchase*. While no quotes are required, employees must be able to demonstrate fair market value.
2. A minimum of three quotes must be obtained for procurements of goods and services between \$5,000 and \$35,000, quotes may be by fax, email, written or documented telephone quotes (*Informal Competition Process*).
3. Procurements of goods and services over \$35,000 require formal advertising and must be posted to Alberta Purchasing Connection (*Formal Competition Process*).
4. Section 14 of the Procurement Policy Manual applies to emergencies and other exceptions.

#### Expense Claims

It is the policy of the City of Leduc to reimburse business expenses necessarily incurred by employees and City Council members in the performance of their duties.



## Debt Guidelines

### Purpose

Debt policy and guidelines are necessary for the responsible management of the City's financial resources.

The purpose of the City's Debt Policy and Guidelines is to:

1. Maintain a strong financial position.
2. Encourage and facilitate orderly planning and budgeting of future capital programs through the use of reserves.
3. Limit the impact that debt charges will have on future tax rates.
4. Provide flexibility to cope with changing economic conditions.

The City plans its capital needs and, through a combination of proper reserves and debt management, minimize the use of long-term debt.

### Short-term Borrowing

The City may use short-term debt to cover temporary or emergency cash flow shortages. All short-term borrowing will be subject to City Council approval by bylaw or resolution.

### Long-term Borrowing

A bylaw must be authorized by City Council prior to any borrowing. A borrowing bylaw must be approved prior to commencing construction on any project that is to be financed by external borrowings. Proceeds from long-term debt will not be used in support of ongoing operations.

### Local Improvements

Where applicable, the City will use a local improvement levy to fund payments on long-term debt incurred to finance local improvements.

### Internal Borrowing

Where possible, the City will utilize internal loans rather than external borrowing to meet its capital funding requirements. Internal loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund's current operations. The prevailing interest rate in effect from the "Alberta Capital Finance Authority" will be paid on the loan.

### Debt Limits

As defined by the Municipal Government Act, the City's debt limit is calculated at 1.5 times the revenue of the municipality. The debt service limit is calculated at 0.25 times the revenue of the municipality. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities that could be at financial risk if further debt is acquired. To further mitigate risk, the City has a self-imposed debt limit ceiling of 75% of the provincial guidelines.

### **Investments**

#### Investment Policy

The City of Leduc shall invest its funds in a prudent manner through preservation of capital, risk mitigation and maximize investment returns while adhering to all other appropriate City of Leduc policies, provincial statutes and regulations. General objectives of policy 11.00:28:

- Preservation of Capital
- Risk Mitigation
- Return on Investment
- Maintenance of Liquidity
- Compliance with the Municipal Government Act

#### Investment Income

Investment income is reported within general operating revenues. Where the City's reserves or deferred revenue are entitled to earn investment income, the income is transferred to the specific reserve or account as an expense within the general operating budget.

### **Cash Management**

#### Cash Management

The City of Leduc makes every reasonable effort to control the City's cash flow in order to maximize investment, internal borrowing or debt prepayment opportunities and to minimize interest expense, overdraft charges and other finance charges (i.e. penalties).

# Revenue Registry

## Background

The Revenue Registry was undertaken by Finance as part of the 2016 budget process. The purpose of the Revenue Registry is to help Administration understand all material revenue streams. That knowledge is used to develop strategies, to mitigate economic uncertainties, and remain proactive with respect to long term fiscal sustainability.

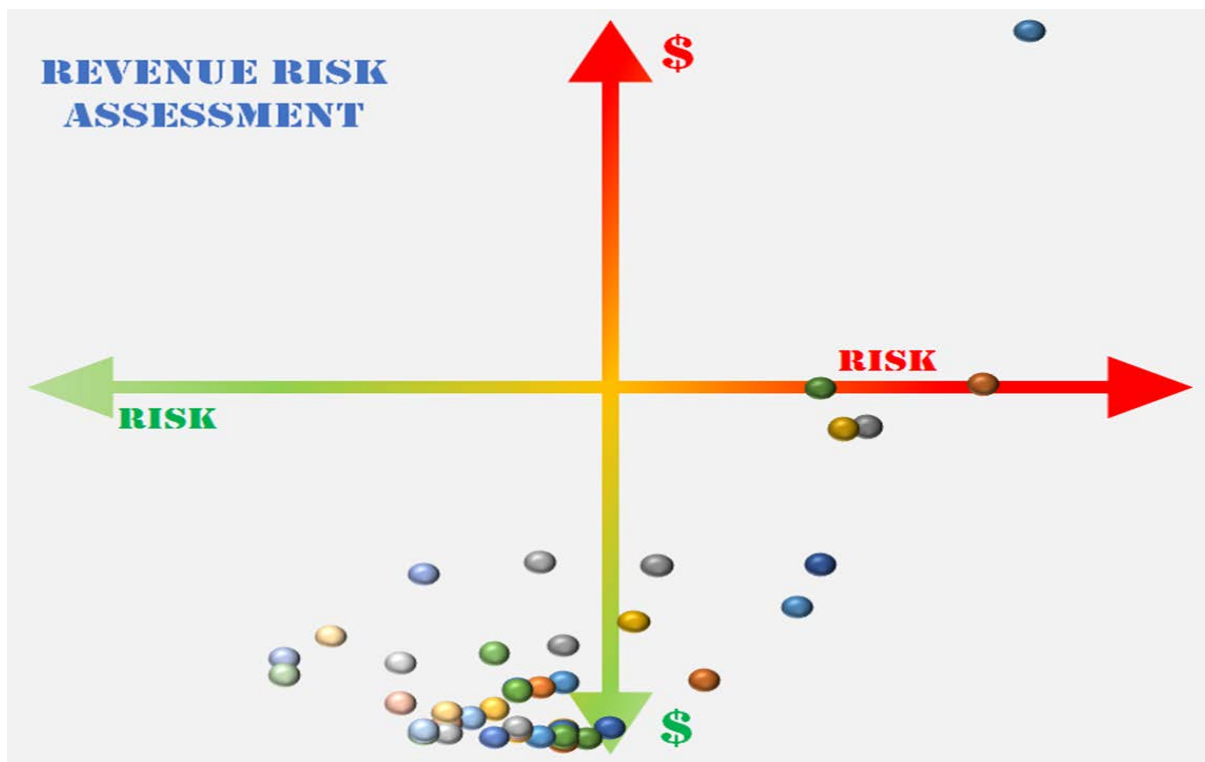
## Organizational Implications

The Revenue Registry was a team effort that required the support and expertise of all departments in order to be successfully implemented. Drivers for revenues greater than \$100k were identified, SWOT analysis for those identified revenue streams and risk scores were developed and the risk, ranking process was performed.

## Financial Implications

The Revenue Registry enhances the integrity and fiscal sustainability of the finances of the City of Leduc by drawing focus to those revenues that have the highest level of risk with respect to “sustainable” revenue. It also monitors the movement of the revenues which enables Administration to handle these revenues proactively if they start to move to a “riskier position”.

Below is a consolidated graph of the identified revenue streams greater than \$100k (tax revenue not included). Note that the closer to the top the marker is, the higher the amount of revenue. The further to the right the marker is, the higher the risk i.e. the marker in the top right, is both high value and is high risk.



## Mission

To understand all material revenue streams; using this knowledge to facilitate informed decision making, mitigate economic uncertainties, and promoting a proactive approach to long term fiscal sustainability.

## Process

Communicate the revenue registry requirement through budget training, emails and meetings. Identify and perform a detailed exploration of each revenue stream greater than \$100k. Perform a SWOT (strength, weakness opportunity, threat) analysis on the identified revenues. A risk score rating will be assigned based on the predetermined assessment criteria (materiality, duration, reliability, and control).

Routine analysis and controls are put into place to identify major revenue streams, to understand the 'drivers' and what the associated risks are. Administration will continue to work diligently to enhance and maintain risk mitigation strategies.



**City of Leduc**  
**FEES AND CHARGES BYLAW**  
**2016 Approved Rate Changes**

Description of Fee	2016 Fee	2015 Fee	% Change from 2015	Bylaw Page Ref
<b>PART III: PLANNING AND INFRASTRUCTURE</b>				
<b>5 - Water Bylaw</b>				
(9) - Water Consumption Charge per Cubic Meter - <del>deletion</del>				
(a) 15 mm meter size		1.76	0%	4
(b) >15 mm meter size		1.78	0%	4
(9) - Residential Water Consumption Charge per Cubic Meter - <b>NEW FORMAT</b>				
(10) - Residential Fixed Monthly Service Charge - <b>NEW FORMAT</b>	9.84		4.7%	4
(11) - Non-Residential Water Consumption Charge per Cubic Meter - <b>NEW FORMAT</b>				
(12) - Non-Residential Fixed Monthly Service Charge - Based on Meter Size - <b>NEW FORMAT</b>	1.96		100%	4
(a) 15 mm meter size (5/8")	9.84	9.40	4.7%	4
(b) 20 mm meter size (3/4")	12.30	12.30	0%	4
(c) 25 mm meter size (1")	22.20	22.20	0%	4
(d) 40 mm meter size (1.5")	48.10	48.10	0%	4
(e) 50 mm meter size (2")	82.90	82.90	0%	4
(f) 75 mm meter size (3")	184.15	184.15	0%	4
(g) 100 mm meter size (4")	326.30	326.30	0%	4
(13) - Utility Security Deposits for Non-Owners - <b>NEW FORMAT</b>				
(a) 15 mm (5/8") to 20 mm (3/4") *	225.00		0%	4
(b) 15 mm (5/8") to 20 mm (3/4") **	350.00		0%	4
(c) 15 mm (5/8") to 20 mm (3/4") ***	500.00		0%	4
(d) 25 mm (1")	600.00	600.00	0%	4
(e) 40 mm (1.5")	1,100.00	1,100.00	0%	4
(f) 50 mm (2")	1,500.00	1,500.00	0%	4
(g) 75 mm (3")	2,500.00	2,500.00	0%	4
(h) 100 mm (4") or greater	5,000.00	5,000.00	0%	4
Notes:				
* Upon application (with no previous disconnection warning notices).				
** After receipt of first disconnection warning notice.				
*** After receiving second disconnection warning notice.				
<b>6 - Sewers Bylaw</b>				
consumption charge for all customers including but not limited to Residential (single family, apartments, condominiums, mobile home parks), Commercial and Industrial Customers.				
(b) Consumption Charge	1.39/m <sup>3</sup>	1.31/m <sup>3</sup>	6.1%	5
(2) - Overstrength charges - overstrength charges are collected by multiplying the amount specified as the charge by the number of cubic meters of sewage that exceeds concentration indicated for that matter:				
<b>Substance</b>				
Biochemical Oxygen Demand				
Overstrength charge applies above 300 mg/l	\$0.2944/kg	\$0.2809/kg	4.8%	5
Chemical Oxygen Demand				
Overstrength charge applies above 600 mg/l (or twice the B.O.D. concentration of sewage, whichever is greater)	\$0.2944/kg	\$0.2809/kg	4.8%	5
Oil & Grease				
Overstrength charge applies above 100 mg/l	\$0.2511/kg	\$0.2282/kg	10%	5
Phosphorus				
Overstrength charge applies above 10 mg/l	\$8.1310/kg	\$7.3894/kg	10%	5
Suspended Solids				
Overstrength charge applies above 300 mg/l	\$0.2699/kg	\$0.2756/kg	-2.1%	5
Total Kjeldahl Nitrogen				
Overstrength charge applies above 50 mg/l	\$1.4539/kg	\$1.3213/kg	10%	6
<b>12 - Subdivision Application</b>				
(1) - Application Fee				
(ii) Multiple Dwelling Residential Parcels and Bareland Condominium - <b>NEW WORDING</b> [formerly read: "Multiple Dwelling Residential Parcels"]	200.00 per parcel	200.00 per parcel	0%	19

**City of Leduc  
FEES AND CHARGES BYLAW  
2016 Approved Rate Changes**

Description of Fee	2016 Fee	2015 Fee	% Change from 2015	Bylaw Page Ref
(2) - Endorsement Fee				
(viii) Bareland Condominium or Redivision of a Phased Condominium - <b>NEW</b>	40.00 per parcel		100%	19
<b>13 - Land Use Bylaw</b>				
(2) - Amendment to Issued Development Permit - <b>NEW WORDING</b> (formerly read: "Amendment to Development Permit Application that is under consideration by the Development Authority")	At the Development Officer's Discretion, but in no case exceeding original permit application fee	At the Development Officer's Discretion, but in no case exceeding original permit application fee	0%	19
(13) - Sheds over 10.0 m2 - <b>NEW [RECLASSIFIED]</b>	30.00		100%	20
(15) - Residential Secondary Suite - <b>NEW [RECLASSIFIED]</b>	50.00		100%	20
(16) - Garage Suite - <b>NEW [RECLASSIFIED]</b>	50.00 + 0.25/1,000.00 value		100%	20
(17) - Garden Suite - <b>NEW [RECLASSIFIED]</b>	50.00 + 0.25/1,000.00 value		100%	21
(22) - Change of Use - <b>NEW [RECLASSIFIED]</b>	50.00		100%	21
(25) - Prior to issuance of Development Permit: Third and subsequent submission of plans required to review unaddressed deficiencies - <b>NEW</b>	50.00/review		100%	21
<b>PART IV: PROTECTIVE SERVICES</b>				
<b>PART V: PUBLIC TRANSPORTATION</b>				
<b>22 - Public Transportation</b>				
(3) Charter Rates (Two Hour Minimum) - <b>NEW</b>				
(a) LATS buses	75.00/hour		100%	28
(b) Community Buses (Arbocs)	95.00/hour		100%	28
(c) Commuter Buses (New Flyers)	105.00/hour		100%	29
<b>PART VI: CITY CLERK AND FINANCE</b>				
<b>PART VII: FAMILY AND COMMUNITY SUPPORT SERVICES</b>				
<b>PART VIII: GEOMATIC SERVICES</b>				
<b>PART IX: RECREATION AND COMMUNITY DEVELOPMENT</b>				
<b>29. The following fees and charges are established for the provision of services to the public:</b>				
<b>(1) Leduc Recreation Centre Memberships / Admissions</b>				
(1) (e) - School Recreational Swim Admission Rate (Access to Aquatic Centre only) - <b>NEW</b> Per Student Sep-Jun / Mon-Fri 8:30am-4:00pm Any school staff and up to one (1) supervisor per three (3) students under the age of eight (8) will receive admission at no charge with each rec swim booking. Additional supervisors, or supervisors for children over the age of eight (8), will be charged at the student rec swim rate.	3.35		100%	38
(1) (f) - Build Your Own Membership - Monthly				
Each Child (when added to an Adult pass)	14.00	18.50	-32%	38
Each Youth (when added to an Adult pass)	18.00	28.75	-60%	38
(1) (f) - Build Your Own Membership - Annual				
Each Child (when added to an Adult pass)	140.00	136.50	2.5%	38
Each Youth (when added to an Adult pass)	180.00	210.45	-17%	38



**City of Leduc  
FEES AND CHARGES BYLAW  
2016 Approved Rate Changes**

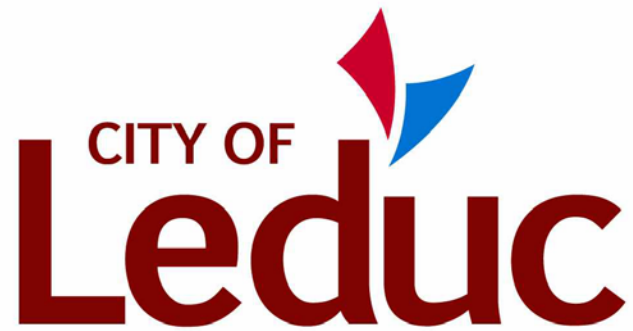
Description of Fee	2016 Fee	2015 Fee	% Change from 2015	Bylaw Page Ref
<b>(2) Ice Rentals - Arenas</b>				
<b>(2) (a) - Arenas - Ice Prime Time</b>				
Sep 1-Mar 31 / Mon-Fri 4:00-11:00 pm, Sat & Sun 8:00 am-11:00 pm				
Adult - Per Hour	234.10	229.50	2.0%	39
Minor - Per Hour	122.20	122.20	0%	39
Junior - Per Hour	154.70	151.70	2.0%	39
Non-local/Commercial Users - Per Hour	269.95	264.55	2.0%	39
<b>(2) (b) - Arenas - Ice Non-Prime Time</b>				
Sep 1-Mar 31 / Mon-Fri 7:00 am-4:00 pm				
Adult - Per Hour	143.00	140.20	2.0%	39
Junior - Per Hour	154.70	151.70	2.0%	39
School	83.40	81.75	2.0%	39
Commercial/Non-local - Per Hour	269.95	264.55	2.0%	39
<b>(2) (c) - Summer Ice / Pre-League</b>				
Apr 1-Aug 31 / 7:00 am-1:00 am				
Adult - Per Hour	161.70	158.55	2.0%	39
Minor - Per Hour	146.50	146.50	0%	39
Commercial/Non-local - Per Hour	161.70	158.55	2.0%	39
<b>(5) Non-Ice Rentals - Rink Pads</b>				
Adult - Per Hour	97.20	95.30	2.0%	40
Minor - Per Hour	54.50	54.50	0%	40
Non-local/Commercial Users - Per Hour	113.20	110.95	2.0%	40
<b>(6) - County &amp; Co-op Field Houses</b>				
Hourly - Minor				
Full Field Rate	104.85	104.85	0%	40
County Court Use Per Court	34.95	34.95	0%	40
Co-op Field House (1/2 Field) Hourly Rate	52.45	52.45	0%	40
Co-op Field House - Off-Season Hourly	69.55	69.55	0%	40
Co-op Field House - School	86.40	86.40	0%	40
Co-op 1/2 Field - Off-Season Hourly	34.80	34.80	0%	40
Hourly - Adult				
Full Field Rate	115.75	113.50	2.0%	40
County Court Use Per Court	38.60	37.85	2.0%	40
Co-op Field House (1/2 Field) Hourly Rate	57.85	56.70	2.0%	40
Co-op Field House - Off-Season Hourly	76.80	75.30	2.0%	40
Co-op 1/2 Field - Off-Season Hourly	38.40	37.65	2.0%	40
<b>(7) (1) - User Group Pool Rental</b>				
(g) LRC Leisure Pool Lane - Youth Hourly	6.30/lane	9.85/lane	-36%	41
(h) LRC Leisure Pool Lane - Adult Hourly	7.30/lane	11.35/lane	-36%	41
(i) Non-Prime Discount - <b>NEW</b> Reduced rate effective weekdays 7:00-9:00am, 2:30-4:00pm and weekends 8:00-9:00am, 5:00-6:00pm	35% off		100%	41
<b>(8) - Public Swimming Lessons</b>				
School Programs Sep-Jun / Mon-Fri 8:30 am-4:00 pm				
½ Hour Lesson	35% off of Public Rate	40% off of Public Rate	5.0%	42
¾ Hour Lesson	35% off of Public Rate	40% off of Public Rate	5.0%	42
1 Hour Lesson	35% off of Public Rate	40% off of Public Rate	5.0%	42
<b>(10) - Room Rentals - Leduc Recreation Centre</b>				
<b>(a) - Program Rooms</b>				
1 Room				
Rate - Hourly	39.80	39.00	2.0%	43
Commercial - Hourly	66.30	65.00	2.0%	43
Both Rooms				
Rate - Hourly	59.65	58.50	2.0%	43
Commercial - Hourly	99.45	97.50	2.0%	43
<b>(b) - Boardroom</b>				
Rate - Hourly	39.80	39.00	2.0%	43
Commercial - Hourly	66.30	65.00	2.0%	43
<b>(c) - Community Kitchen</b>				
Meeting Space - Hourly	39.80	39.00	2.0%	43
With Kitchen Facilities - Hourly	66.30	65.00	2.0%	43

**City of Leduc  
FEES AND CHARGES BYLAW  
2016 Approved Rate Changes**

Description of Fee	2016 Fee	2015 Fee	% Change from 2015	Bylaw Page Ref
Meeting Space Commercial - Hourly	66.30	65.00	2.0%	44
With Kitchen Facilities Commercial - Hourly	99.45	97.50	2.0%	44
(d) - Meeting Room				
Rate - Hourly	39.80	39.00	2.0%	44
Commercial - Hourly	66.30	65.00	2.0%	44
Daily	596.55	584.85	2.0%	44
(e) - Curling Lobby				
Rate - Hourly	39.80	39.00	2.0%	44
Commercial - Hourly	66.30	65.00	2.0%	44
(f) - Servery Use - Per Day	265.10	259.90	2.0%	44
(h) - Event Kiosk				
Rate - Hourly	39.80	39.00	2.0%	44
Commercial - Hourly	66.30	65.00	2.0%	44
Event Room - Daily Use	54.10	53.05	2.0%	44
<b>(12) - Catering Surcharge - deletion</b>				
(a) All events are subject to a surcharge of 5% of the gross contract of any catering.			-100%	45
(b) Subsection (a) does not apply to events using food service companies located in the Leduc Recreation Centre.			-100%	45
<b>(12) - Room Rentals</b>				
Lede Rooms - Civic Centre				
Lede A (17' x 29')				
Adult - Hourly	14.60	14.30	2.0%	45
Minor - Hourly	10.05	9.85	2.0%	45
Non-local/Commercial - Hourly	16.30	16.00	2.0%	45
Lede B (33' x 29')				
Adult - Hourly	28.65	28.10	2.0%	45
Minor - Hourly	20.10	19.70	2.0%	46
Non-local/Commercial - Hourly	32.70	32.05	2.0%	46
Lede A & B (50' x 29')				
Adult - Hourly	42.65	41.80	2.0%	46
Minor - Hourly	28.95	28.40	2.0%	46
Non-local/Commercial - Hourly	48.90	47.95	2.0%	46
Atrium - Civic Centre				
Local Non-Profit				
Hourly	25.50	25.00	2.0%	46
Local Private				
Hourly	73.30	71.85	2.0%	46
Non-local/Commercial				
Hourly	80.30	78.70	2.0%	46
Cultural Village Rehearsal Room - Hourly - Subject to Availability	39.80	39.00	2.0%	46
Kinsmen Community Room - <b>NEW</b>				
Hourly	39.80		100%	46
<b>(14) - Outdoor Amenities and Spaces</b>				
(a) - Park Sites: Stone Barn Garden, Telford West - <b>NEW WORDING</b> [formerly read: "Stone Barn Garden"]				
Hourly	85.00	83.35	2.0%	46
Daily (12 hours)	765.00	750.00	2.0%	46
(b) - Picnic Sites: Fred Johns (Sites A, B, C) - <b>NEW</b>				
Hourly	10.00		100%	46
Miscellaneous				
Diamond Outfield Fencing - <b>NEW</b>	25.00/hour per staff member plus cost of materials used		100%	47
<b>(15) - Outdoor Pool Admission and Passes</b>				
Aquatic Group Daily Admission Rate (15 or more participants) - <b>NEW</b>	25% discount		100%	47
<b>(16) - User Group Outdoor Pool Rental</b>				
Outdoor Pool Dive Tank - Youth Hourly	20.00/dive tank	45.00/dive tank	-56%	48
Outdoor Pool Dive Tank - Adult Hourly	23.00/dive tank	52.00/dive tank	-56%	48

**City of Leduc  
FEES AND CHARGES BYLAW  
2016 Approved Rate Changes**

Description of Fee	2016 Fee	2015 Fee	% Change from 2015	Bylaw Page Ref
<b>(17) - Outdoor Pool Public Bookings, Per Hour</b>				
(Exclusive use subject to availability, scheduling and operational needs)				
1 - 40 Swimmers	80.00	80.00	0%	48
41 - 75 Swimmers	110.00	112.50	-2.3%	48
76 - 150 Swimmers	140.00	140.00	0%	48
151 - 200 Swimmers	170.00	162.50	4.4%	48
201 - 240 Swimmers	200.00	180.00	10%	48
(19) - Daily Field & Track Rental (per day) - <b>WORDING CHANGE</b> [formerly read: "Daily Field Rental (per day)"]	150.00	150.00	0%	48
(20) - Hourly Field & Track Rental (per hour) - <b>WORDING CHANGE</b> [formerly read: "Hourly Field Rental (per hour)"]	30.00	30.00	0%	48
Ball Diamond Tournament Service A - <b>NEW</b> Per diamond (drag and line every second game)	25.00/day		100%	49
Ball Diamond Tournament Service B - <b>NEW</b> Per diamond (drag and line every game)	50.00/day		100%	49
William F. Lede Ball Diamond Lights - per use - <b>NEW</b>	37.50		100%	49



2016 Budget Planning Survey  
General Population Survey Results  
Final Report

June 26, 2015



## TABLE OF CONTENTS

<b>1.0</b>	<b>SUMMARY OF FINDINGS</b>	<b>270</b>
<b>2.0</b>	<b>PROJECT BACKGROUND</b>	<b>273</b>
<b>3.0</b>	<b>METHODOLOGY</b>	<b>273</b>
3.1	Project Initiation and Questionnaire Design	273
3.2	Survey Population and Data Collection	274
3.3	Data Analysis and Project Documentation	275
<b>4.0</b>	<b>STUDY FINDINGS</b>	<b>276</b>
4.1	City Council Budget Process	276
4.2	Adjustments to Variable Spending	280
4.2.1	Summary of All Services	281
4.2.2	Police Protection & Enforcement Services	283
4.2.3	Fire & Ambulance Services	286
4.2.4	Public Services	288
4.2.5	Leduc Recreation Centre Operations	290
4.2.6	Parks & Athletic Field Maintenance	293
4.2.7	Snow Removal	295
4.2.8	Community Development & Service Planning	297
4.2.9	Library Services	300
4.2.10	Public Transit	302
4.2.11	Family and Community Support Services	305
4.2.12	Additional Feedback	307
4.3	Other Considerations for 2016 Budget Planning	308
4.4	City of Leduc Services and Infrastructure	310
4.5	Feedback Approach	312
4.6	Respondent Demographics	315
<b>APPENDIX A – SURVEY INSTRUMENT</b>		<b>317</b>

## 1.0 SUMMARY OF FINDINGS

In 2015, Banister Research and Consulting Inc. was contracted by the City of Leduc (“the City”; “the Client”) to conduct the 2016 City of Leduc General Population Budget Planning Survey. The primary purpose of this research was to assess the views of City of Leduc residents concerning the budgetary planning process. In total, 452 randomly selected City of Leduc residents, aged 18 and older, completed the survey.

The following summary outlines the key findings from the 2016 General Population Budget Planning Survey.

### City Council Budget Process

- Residents were asked what they considered to be the most important priorities facing the City of Leduc Council today, in terms of the budget process. Just under two-fifths of the respondents (19%) indicated that road and sidewalk maintenance and snow removal was the most important priority, an increase from 15% in 2014.
- Thinking about the portion of their municipal property tax bill that pays for City services (74% for municipal services; 26% for education and schools), respondents were then asked whether they felt they received good value for their property taxes. Just over three-quarters of the respondents (78%) rated the value received for property taxes as “good” (39%), “very good” (31%), or “excellent” (8%). Twenty-two percent (22%) rated the value as either “fair” (15%) or “poor” (7%).
  - Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars (n=347) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (18%). Eleven percent (11%) of the respondents each indicated that services were good, in general.
  - Respondents who felt they received “fair” or “poor” value for their tax dollars (n=102) most often believed that taxes are too high, in general (29%), followed by the need for better road maintenance (13%) and poor budget planning or over spending (13%).

### **Adjustments to Variable Spending**

- Respondents were asked whether they would increase, decrease, or keep spending the same for each of ten (10) program areas. Program areas for which respondents would most frequently **increase** spending included the following:
  - Public Services (29% would increase spending);
  - Family & Community Support Services (28%);
  - Snow Removal (28%); and
  - Police Protection and Enforcement Services (27%).
- Areas in which respondents would most frequently **decrease** spending included:
  - Library Services (19% would decrease spending);
  - Community Development & Service Planning (16%); and
  - Parks and Athletic Field Maintenance (10%).
- For all ten (10) program areas, the majority of respondents reported that they would keep variable spending the same.

### **Other Considerations for 2016 Budget Planning**

- Keeping in mind that any additional projects or initiatives may result in an increase in the overall budget, respondents were asked if there are any other projects or initiatives that the Leduc City Council and Administration should be thinking of when planning for the 2016 budget and beyond. Nine percent (9%) of all respondents reported that the City should ensure an efficient traffic flow and reduce problems related to traffic congestion.
- When asked if they had any other comments they wished to provide regarding 2016 budget planning, 3% of all respondents each suggested better traffic flow or road development and better budgeting, in general.

### **City of Leduc Services and Infrastructure**

- Respondents were asked which of four (4) tax strategies they would support to balance the City budget. Nearly one-third of the respondents (32%) would increase taxes to fund growth needs, maintain infrastructure, and enhance services, statistically comparable to 33%, as reported in 2014.
  - Twenty-one percent (21%) supported increasing taxes to maintain all existing infrastructure and services (comparable to 17%, as reported in 2014);
  - Sixteen percent (16%) supported cutting existing services to maintain current taxes (comparable to 14% in 2014); and
  - Five percent (5%) supported cutting existing services to reduce taxes (comparable to 7% in 2014).

### **Feedback Approach**

- Respondents were asked to rate the research approach used to gather resident feedback concerning the City of Leduc budget process, using a scale of 1 to 5, where 1 meant “not at all effective” and 5 meant “very effective.”
  - Forty-five percent (45%) of the respondents provided ratings of 4 (31%) or 5 (14%) out of 5, statistically comparable to 44% in 2014. More than one-third (37%) provided a neutral rating (3 out of 5).
    - Respondents who felt that the feedback approach was effective or who felt neutral (n=378) (ratings of 3, 4, or 5 out of 5) most often explained that they were glad to have the opportunity to provide feedback (18%).
- Sixteen percent (16%) of the respondents indicated that the approach was not effective, with ratings of 1 (5%) or 2 (12%) out of 5.
  - Those who felt that the feedback approach was less effective (n=64) (ratings of 1 or 2 out of 5) explained that they felt too uninformed about budget planning (17%).



## 2.0 PROJECT BACKGROUND

In 2015, Banister Research and Consulting Inc. was contracted by the City of Leduc (“the City”; “the Client”) to conduct the 2016 City of Leduc General Population Budget Planning Survey. The primary purpose of this research was to assess the views of City of Leduc residents concerning the budgetary planning process for the 2016 budget. In total, 452 randomly selected City of Leduc residents, aged 18 and older, completed the survey, available online from May 1<sup>st</sup> to May 31<sup>st</sup>, 2015.

This report outlines the results for the 2016 General Population Budget Planning Survey. Where appropriate, comparisons to previous years’ survey data has been included to determine any shifts in the perceptions and opinions of Leduc residents.

## 3.0 METHODOLOGY

All components of the project were designed and executed in close consultation with the City of Leduc. A detailed description of each task of the project is outlined in the remainder of this section.

### 3.1 Project Initiation and Questionnaire Design

At the outset of the project, all background information relevant to the study was identified and subsequently reviewed by Banister Research. The consulting team familiarized itself with the objectives of the Client, ensuring a full understanding of the issues and concerns to be addressed in the project. The result of this task was an agreement on the research methodology, a detailed work plan and project initiation.

The 2015 survey instrument questionnaire was based on the 2015 Budget Planning Survey, conducted in Spring 2014. This maintained consistency between years and allowed data to be compared, where appropriate. The survey included a mixture of quantitative and qualitative questions to elicit a more in-depth investigation of the issues and concerns regarding the assignment. Once the Client vetted the draft survey instrument, revisions were made and the questionnaire was finalized. A copy of the final questionnaire is provided in Appendix A.

### 3.2 Survey Population and Data Collection

A general population telephone sample was purchased, from which potential participants were contacted and recruited to complete the survey. Participants recruited to the study were then directed to the web-based version of the survey. This methodology was recommended because of the visually-oriented nature of the concepts that were tested in the survey. In addition, a hardcopy version of the survey was available, upon request, for those who were unable to access the survey online. Due to the design and general population sample of this survey, results are statistically representative.

For the 2015 analysis, weights were assigned to the ages of respondents to ensure that their representation in the City-wide sample was proportionate to their representation in the City of Leduc population. The following outlines the weighting factors utilized in this research:

Age	Desired Percent (%) of Population	Number of Completed Interviews	Weighting Factor	Representative Number of Interviews
18 to 34 years	36	56	2.80	157
35 to 54 years	35	182	0.88	160
55 years +	28	201	0.61	122
Not Stated	2	13	1.00	13

It is important to note that this report provides a detailed description of the survey findings based on City-wide *weighted* results, or all respondents.

Surveys were completed with City of Leduc residents from May 1<sup>st</sup> to May 31<sup>st</sup>, 2015, during which time a total of 452 surveys were completed, providing a margin of error no greater than  $\pm 4.6\%$  at the 95% confidence level, or 19 times out of 20.

### 3.3 Data Analysis and Project Documentation

While data was being collected, Banister Research provided either a written or verbal progress report to the Client. After the questionnaires were completed and verified, all survey data was compiled and into a computerized database for analysis. A topline PowerPoint presentation of the findings for all closed-ended results was provided to the Client.

After the surveys were completed and verified, the lead consultant reviewed the list of responses to each open-ended or verbatim question; a code list was established, based on the previous 2014 code list. To ensure consistency of interpretation, the same team of coders was assigned to this project from start to finish. The coding supervisor verified at least 20% of each coder's work. Once the questionnaires were fully coded, computer programs were written to check the data for quality and consistency. All survey data was compiled into a computerized database for analysis. Utilizing SPSS analysis software, the survey data was reviewed to guarantee quality and consistency (e.g., proper range values and skip patterns).

Data analysis included cross-tabulation, whereby the frequency and percentage distribution of the results for each question were broken down based on respondent characteristics and responses (e.g. completion of degree, employment status, etc.). Statistical analysis included a Z-test to determine if there were significant differences in responses between respondent subgroups. Results were reported as statistically significant at the 95% confidence level.

The detailed data tables have been provided under a separate cover. It is important to note that any discrepancies between charts, graphs or tables are due to rounding of the numbers.

## 4.0 STUDY FINDINGS

Results of the survey are presented as they relate to the specific topic areas addressed. It is important to note that the data tables, under a separate cover, provide a detailed analysis of all survey findings. The reader should also note, when reading the report that the term *significant* refers to “statistical significance.” Only those respondent subgroups which reveal statistically significant differences at the 95% confidence level (19 times out of 20) have been included. Respondent subgroups that are statistically similar have been omitted from the presentation of findings.

### 4.1 City Council Budget Process

To begin, residents were asked what they considered to be the most important priorities facing the City of Leduc Council today, in terms of the budget process. Just under two-fifths of the respondents (19%) indicated that road and sidewalk maintenance and snow removal was the most important priority, an increase from 15% in 2014. See Table 1, below.

Table 1

What are the most important priorities facing the City of Leduc Council today?				
	Percent of Respondents*			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
Road/sidewalk maintenance/snow removal/more sidewalks	19	15	27	21
Maintaining taxes/keeping taxes the same/lowering taxes	17	24	16	11
Improving infrastructure (general)	17	21	21	20
Schools/education concerns	16	12	19	11
Controlling overcrowding/rapid growth/future growth	13	21	6	13
Budget concerns/having a surplus/better budgeting	12	11	17	13
Traffic/traffic control/flow/improve flow through road developments	11	9	12	17
Increasing drug problems/crime/police/safety/bylaw enforcement	7	6	11	8
Annexation by Edmonton	5	2	2	-
Health care concerns/more facilities/services/staff	5	4	3	3
Public transit services/LATS needed/should be improved	5	4	7	5
Encouragement of more businesses/amenities/local businesses/increase tax base	4	3	4	2
Available/affordable recreation services/fitness programs	4	2	4	3
Other (3% of respondents or less in 2015)	29	-	-	-
Don't Know/Not Stated	13	14	10	14

\*Multiple responses

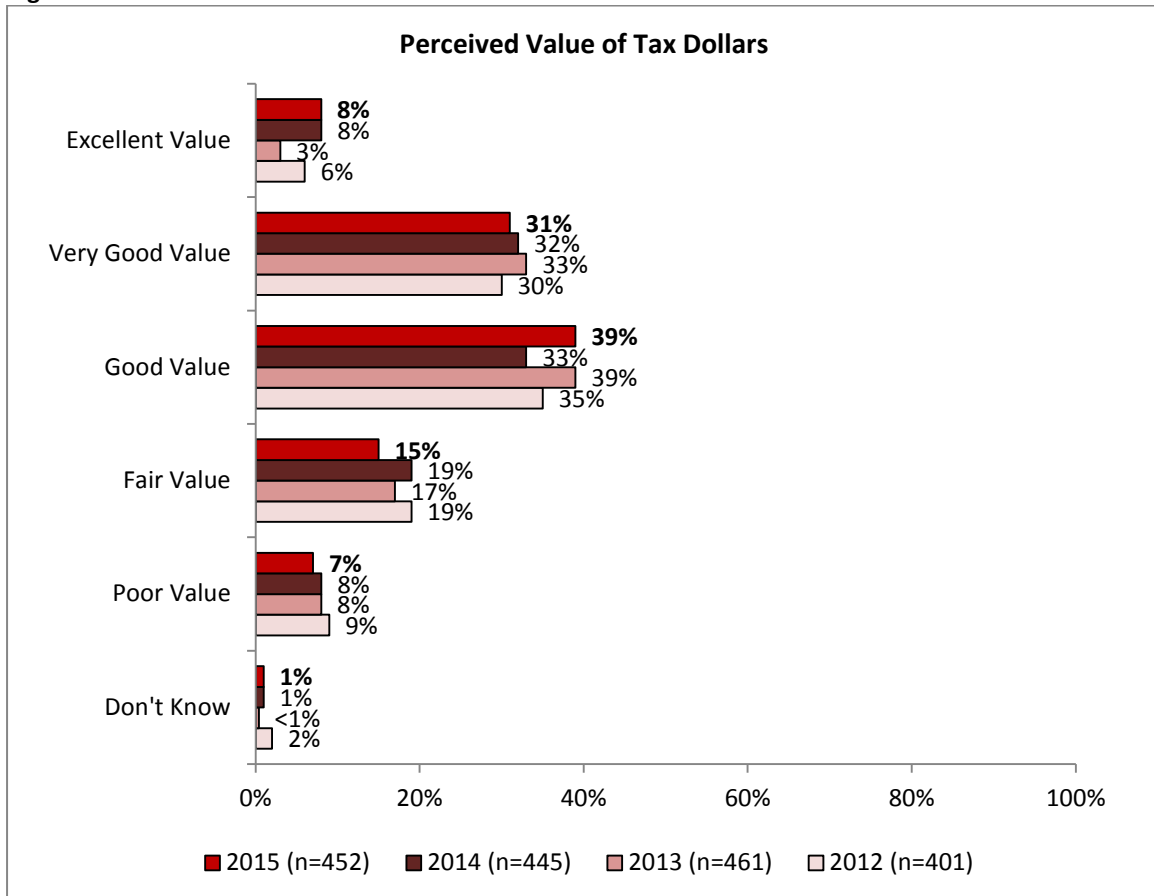
Next, respondents were provided with the following information:

*“In 2015, approximately 26% of your property tax bill is collected on behalf of the province to pay for education and schools. The remaining 74% of your property tax bill goes to the City of Leduc to fund municipal services.”*

Thinking about the portion of their municipal property tax bill that pays for City services, respondents were then asked whether they felt they received good value for their property taxes. As shown in Figure 1, below, just over three-quarters of the respondents (78%) rated the value received for property taxes as “good” (39%), “very good” (31%), or “excellent” (8%). Twenty-two percent (22%) rated the value as either “fair” (15%) or “poor” (7%).

**Please Note:** In 2014 (2015 budget planning), 27% of the tax bill was allocated to education and schools, while 73% was allocated to municipal services. In 2013 (2014 budget planning), 28% of the tax bill was allocated to education and schools, while 72% was allocated to municipal services. In 2012 (2013 budget planning), 26% of the tax bill was allocated to education and schools, while 74% was allocated to municipal services.

Figure 1



Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars (n=347) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (18%). Eleven percent (11%) of the respondents each indicated that services were good, in general. See Table 2, below.

**Table 2**

What is the main reason you feel that way?				
Base: Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars	Percent of Respondents*			
	2015 (n=347)	2014 (n=332)	2013 (n=345)	2012 (n=282)
Good snow removal/road maintenance/sidewalk maintenance	18	30	20	23
Good level of services (in general)	11	11	10	11
The City is well maintained/looks nice/clean	8	10	10	9
Need better road maintenance/snow removal/sidewalk maintenance/more paving	7	3	-	-
Enjoy the parks/multi-way trails/green space	6	8	15	16
Good recycling program/garbage collection	5	9	9	7
Taxes are too high for services received/do not raise taxes	5	7	3	3
Very satisfied with everything/no complaints	5	6	1	2
Lots of recreational services/good recreational facilities	4	11	8	12
Other (3% of respondents or less in 2015)	40	-	-	-
Don't Know/Not Stated	32	21	25	24

\*Multiple responses

Respondents who felt they received “fair” or “poor” value for their tax dollars (n=102) most often believed that taxes are too high, in general (29%), followed by the need for better road maintenance (13%) and poor budget planning or over spending (13%). See Table 3, below.

**Table 3**

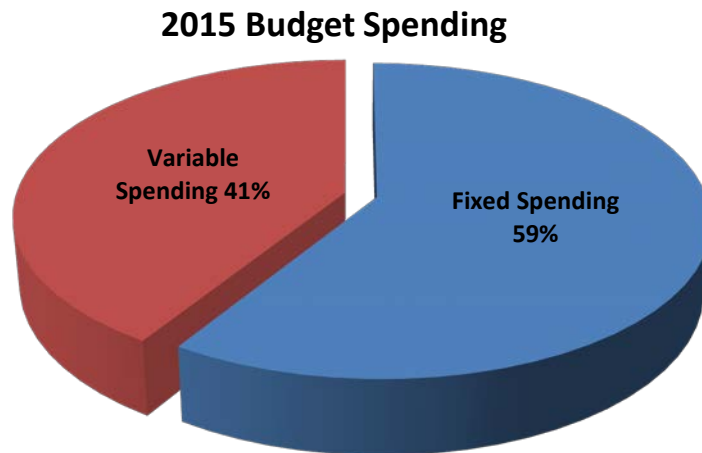
What is the main reason you feel that way?				
Base: Respondents who felt they received “fair” or “poor” value for their tax dollars	Percent of Respondents*			
	2015 (n=102)	2014 (n=110)	2013 (n=114)	2012 (n=113)
Taxes are too high/always increasing	29	14	23	11
Need better road maintenance/snow removal/sidewalk maintenance	13	21	18	20
Poor budget planning/over spending	13	11	6	11
Poor traffic flow/traffic control	12	5	4	3
Schools are overcrowded/need more schools/too many school fees	8	12	4	4
Poor productivity from city workers/too many employees/high cost	5	2	10	2
Poor garbage/organics services/too many fees	4	5	5	2
There is room for improvement	4	3	-	-
Lack of policing/bylaw enforcement/poor service	3	2	6	4
Too many unnecessary projects/services	3	-	5	11
Need more job/employment opportunities	3	-	-	-
Other (2% of respondents or less in 2014)	14	-	-	-
Don't Know/Not Stated	21	20	13	14

\*Multiple responses

## 4.2 Adjustments to Variable Spending

In the next section of the survey, respondents were provided with the following information, in terms of variable and fixed spending for the City of Leduc Budget:

*“The City of Leduc budget includes two (2) spending categories:*



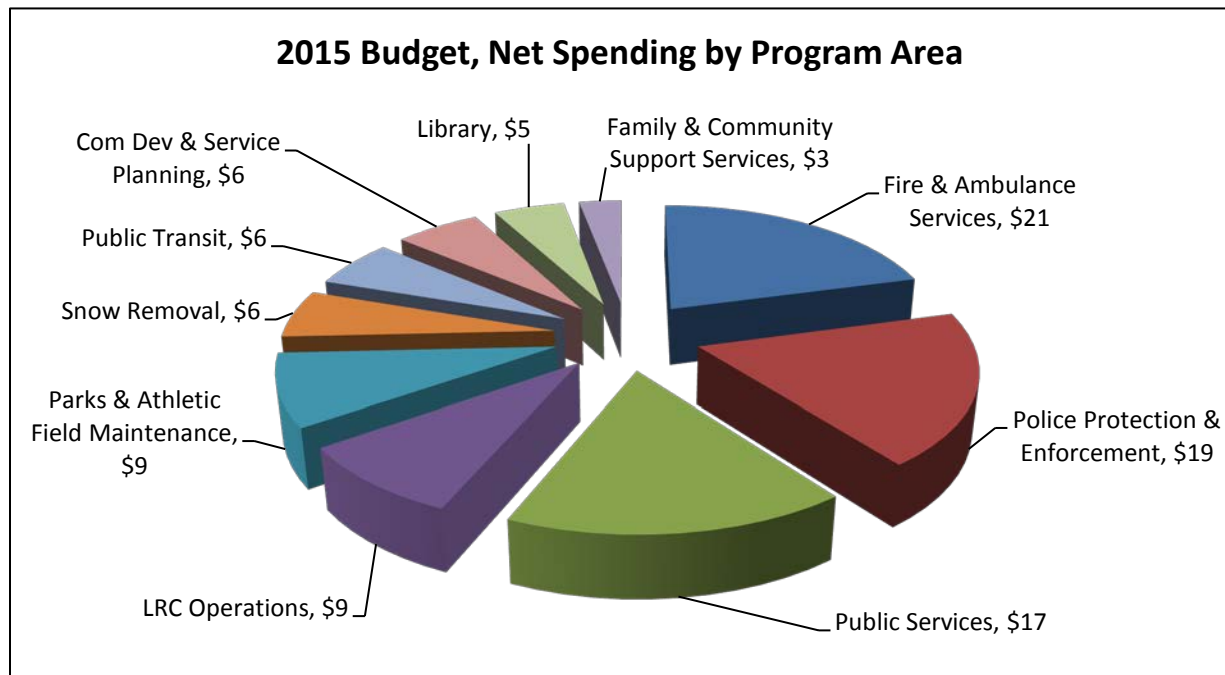
- **Fixed Spending (59%)** include items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:
  - Mayor and City Council
  - City Manager’s Office, Legal Services & Intergovernmental Affairs
  - Corporate Services
  - Engineering Services
  - Planning Services
  - Facility Services
  - Debt Repayment
  - Capital Transfer
- **Variable Spending (41%)** include categories where spending can be increased or decreased depending on the level of service provided.

### **Selected Sub-Segment Findings**

Those who supported increasing taxes to enhance services (88%) and increasing taxes to maintain services (90%) were significantly more likely to have **indicated excellent, very good, or good value for their tax dollars** versus those who would cut services to maintain taxes (76%).



If the overall **Variable Spending** budget for the City of Leduc was \$100, this is how the \$100 was spent in the City of Leduc in 2015. Please see the graph below.”



#### 4.2.1 Summary of All Services

Respondents were then asked whether they would increase, decrease, or keep spending the same for each of the ten (10) program areas, identified above. Program areas for which respondents would most frequently **increase** spending included the following:

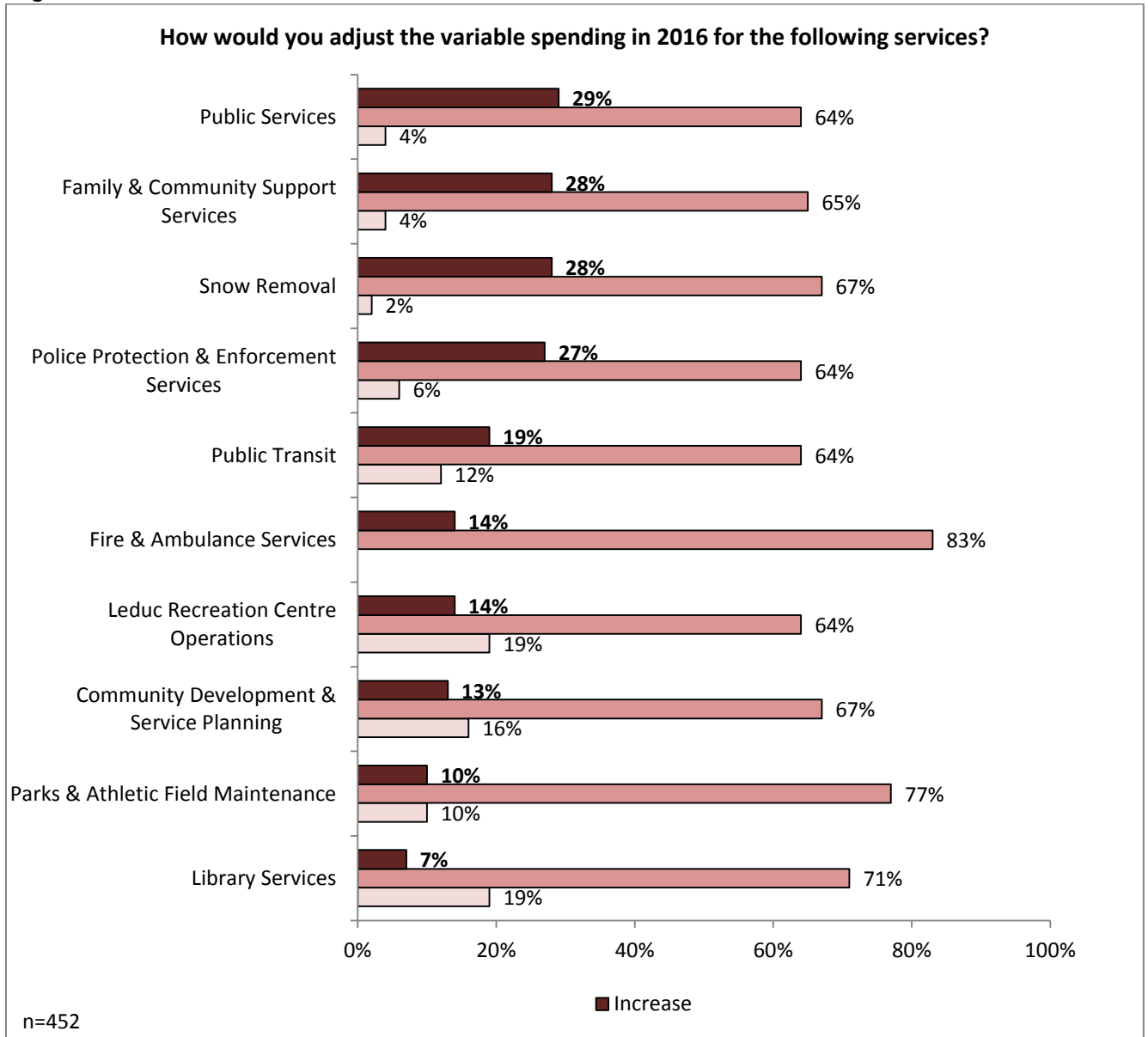
- Public Services (29% would increase spending);
- Family & Community Support Services (28%);
- Snow Removal (28%); and
- Police Protection and Enforcement Services (27%).

Areas in which respondents would most frequently **decrease** spending included:

- Library Services (19% would decrease spending);
- Community Development & Service Planning (16%); and
- Parks and Athletic Field Maintenance (10%).

For all ten (10) program areas, the majority of respondents reported that they would keep variable spending the same. See Figure 2, on the following page.

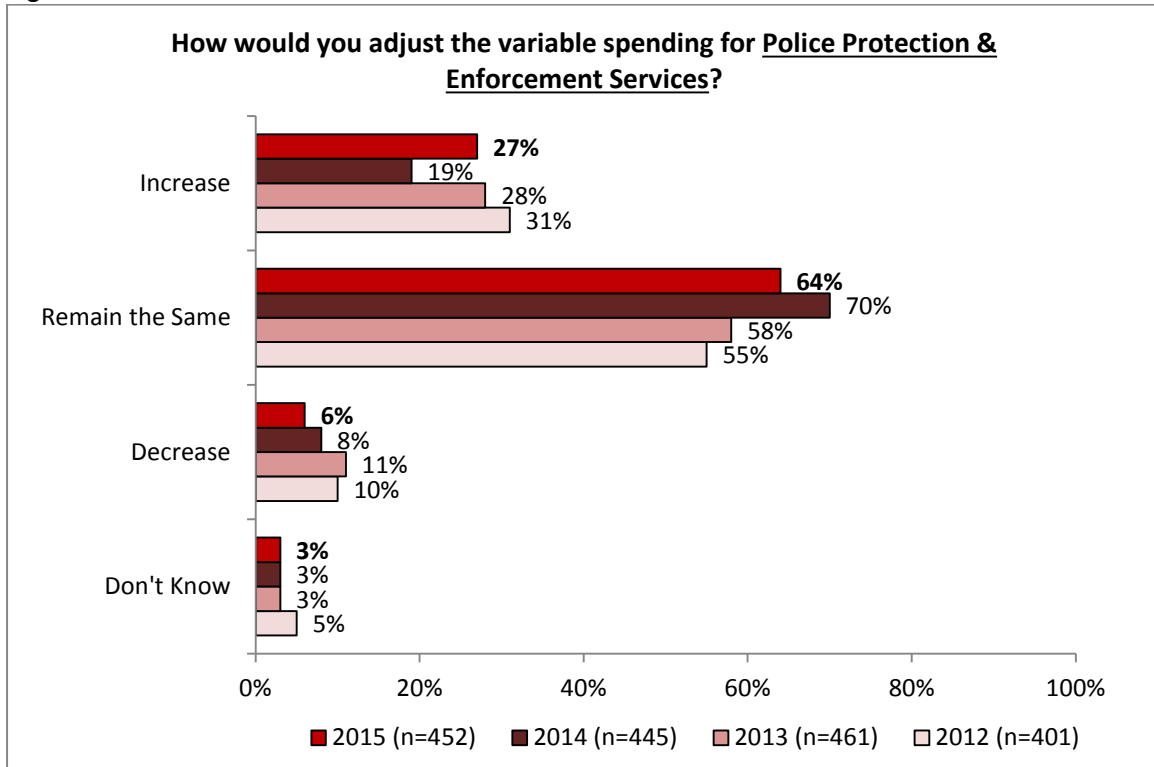
Figure 2



### 4.2.2 Police Protection & Enforcement Services

As shown in Figure 3, below, 27% of the respondents would increase spending on *Police Protection and Enforcement Services*, a significant increase from 19% in 2014. Sixty-four percent (64%) would keep funding the same, a decrease from 70% in 2013. Six percent (6%) would decrease spending, comparable to 8% in 2014.

Figure 3



#### Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have chosen to **increase** spending on *Police Protection and Enforcement Services* included:

- Those who would increase taxes to enhance services (37%) versus those who would increase taxes to maintain services (23%) and cut services to maintain taxes (17%); and
- Those who have children in their household (32%) versus those who do not (23%).

Those who felt they received “fair” or “poor” value for their tax dollars (14%) were significantly more likely to have chosen to **decrease** spending on *Police Protection and Enforcement Services* versus those who felt they received “good,” “very good,” or “excellent” value (5%).

Those who would increase taxes to maintain services (75%) and cut services to maintain taxes (73%) were *significantly more likely to have indicated that Police Protection and Enforcement Services should remain the same versus those who would increase taxes to maintain services (57%)*.

Respondents who would **increase** spending on *Police Protection and Enforcement Services* (n=123) most often explained that this program area needs more funding due to population growth (21%). See Table 4, below.

Table 4

Why would you increase spending on Police Protection & Enforcement Services?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=123)	2014 (n=93)	2013 (n=128)	2012 (n=124)
More funding needed due to population growth	21	26	15	7
Need more police presence/more officers needed	9	16	11	16
Community safety is important/need to keep the community safe	9	14	10	11
RCMP response time is poor	5	3	-	2
Crime is increasing/need to keep crime down	5	7	7	7
Other (3% of respondents or less in 2014)	15	-	-	-
Don't Know/Not Stated	44	39	43	44

\*Multiple responses

Respondents who would **decrease** spending on *Police Protection and Enforcement Services* (n=27) most often felt that there is already too much funding allocated to this area (23%). See Table 5, below.

Table 5

<b>Why would you <u>decrease</u> spending on Police Protection &amp; Enforcement Services?</b>				
<b>Base: Respondents who would decrease spending in this category for the 2016 budget</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=27)**</b>	<b>2014 (n=34)</b>	<b>2013 (n=51)</b>	<b>2012 (n=38)</b>
Already has too much funding /could be lower	<b>23</b>	20	10	8
Need less emphasis on collection money (e.g., speeding, photo radar)	<b>13</b>	10	11	-
Already have enough police presence/should be less presence	<b>12</b>	2	13	5
Need more police presence/more officers needed	<b>7</b>	14	13	5
Other (single mentions in 2015)	<b>17</b>	-	-	-
Don't Know/Not Stated	<b>34</b>	34	32	37

\*Multiple responses

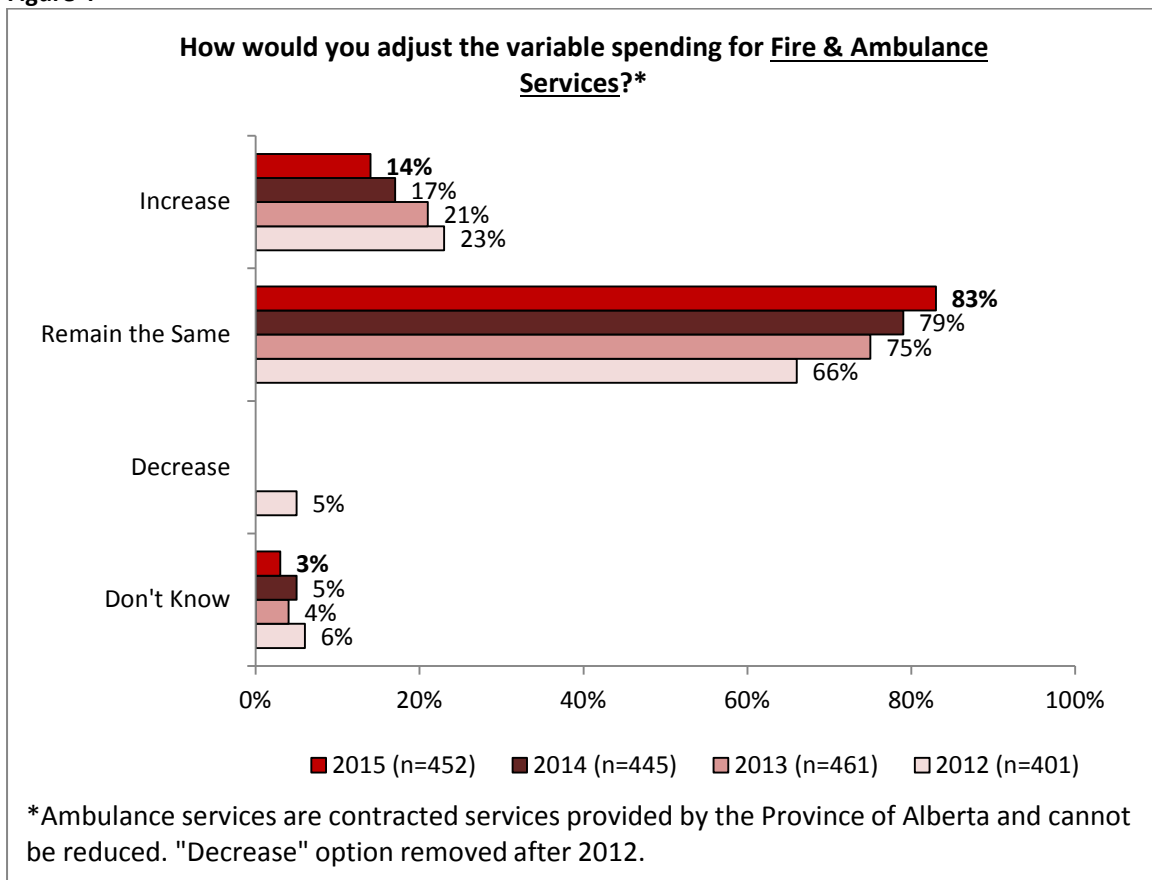
\*\*Use caution interpreting results when n<30

### 4.2.3 Fire & Ambulance Services

Fourteen percent (14%) of the respondents would increase spending on *Fire and Ambulance Services*, statistically comparable to 17% in 2014. The majority of respondents (83%) would keep funding the same, also comparable to 79% in 2014. See Figure 4, below.

**Please Note:** Ambulance services are contracted services provided by the Province of Alberta and cannot be reduced. As the “decrease” option was removed for this program area in 2013, the 2012 survey results are not comparable to those of the 2013, 2014 or 2015 survey years.

Figure 4



#### **Selected Sub-Segment Findings**

Those who would increase taxes to maintain services (20%) were significantly more likely to have chosen to **increase** spending on *Fire and Ambulance Services* versus those who would cut services to maintain taxes (8%).

Respondent subgroups significantly more likely to have indicated that Fire and Ambulance Services should **remain the same** included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (86%) versus those who felt their received “fair” or “poor” value (76%); and
- Those aged 18 to 34 (89%) versus those aged 55 to 64 (78%) and those aged 65 or older (76%).

Respondents who would **increase** spending on *Fire and Ambulance Services* (n=67) most often explained that additional funding is needed due to population growth (31%). Twenty percent (20%) felt that fire and ambulance services are essential to the community. See Table 6, below.

Table 6

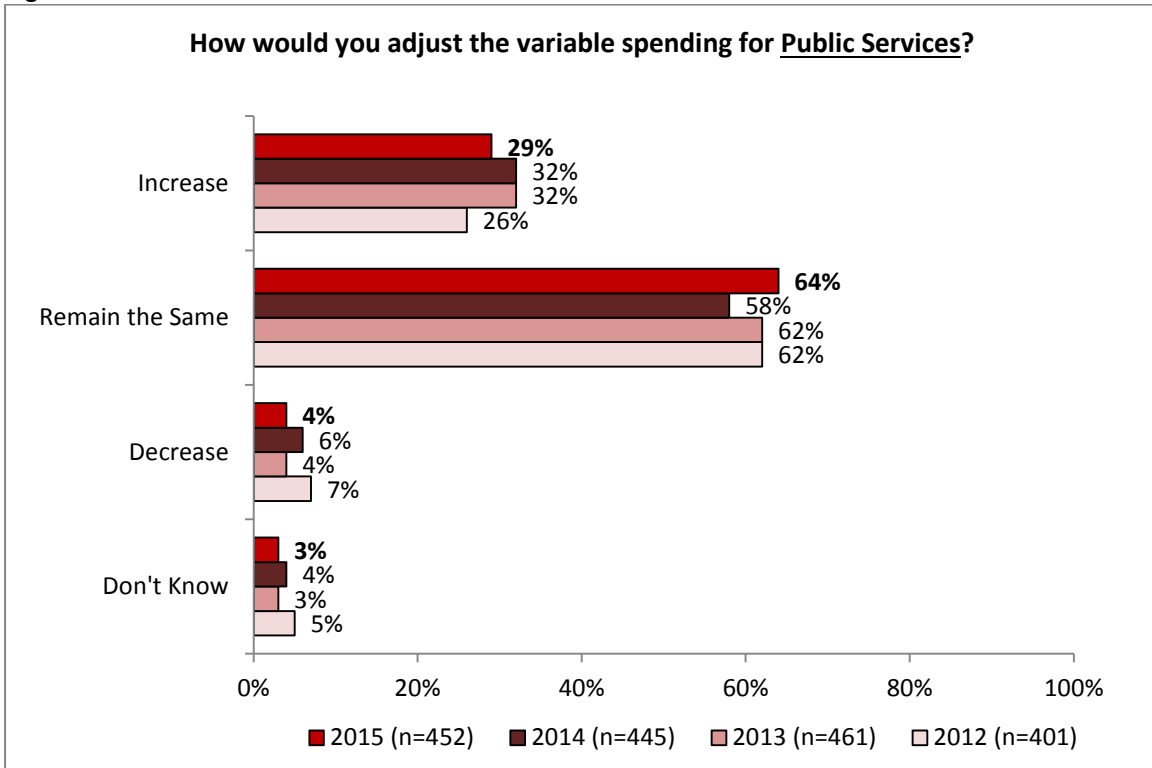
Why would you <u>increase</u> spending on Fire & Ambulance Services?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=67)	2014 (n=78)	2013 (n=95)	2012 (n=92)
Additional funding needed due to population growth	31	20	22	10
Essential service to the community	20	15	9	4
Lack of fire services/need another fire hall	7	13	17	17
Other (single mentions in 2014)	2	6	-	-
Don't Know/Not Stated	45	49	55	49

\*Multiple responses

#### 4.2.4 Public Services

Just under one-third of the respondents (29%, comparable to 32% in 2014) would increase spending on *Public Services*, while 64% would keep spending the same (statistically comparable to 58% in 2014). Four percent (4%) would decrease spending, also comparable to 6% in 2014. See Figure 5, below.

Figure 5



#### Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (40%) were significantly more likely to have chosen to **increase** spending on *Public Services* versus those who felt they received “good,” “very good,” or “excellent” value (26%).

Those who felt they received “fair” or “poor” value for their tax dollars (8%) were significantly more likely to have chosen to **decrease** spending on *Public Services* versus those who felt they received “good,” “very good,” or “excellent” value (2%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (69%) were significantly more likely to have indicated that spending on *Public Services* should **remain the same** versus those who felt they received “fair” or “poor” value (49%).



Respondents who would **increase** spending on *Public Services* (n=126) most often felt that road maintenance needs improvement (15%). See Table 7, below.

Table 7

Why would you <u>increase</u> spending on <u>Public Services</u> ?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=126)	2014 (n=135)	2013 (n=146)	2012 (n=105)
Road maintenance needs to improve	15	26	14	13
Increase to keep up with development/growth	11	6	6	4
Need to increase roads/access roads/overpasses	9	-	2	-
Traffic signals need to be synchronized/improve traffic controls/flow	5	3	3	3
Need more bicycle/walking paths/pedestrian infrastructure	4	3	2	2
Improvements would satisfy residents	2	1	-	1
Sidewalk maintenance needs improvement	2	2	1	7
Other (1% of respondents or less in 2014)	6	-	-	-
Don't Know/Not Stated	54	48	62	56

\*Multiple responses

Respondents who would **decrease** spending on *Public Services* (n=18) explained that road maintenance needs to improve (n=2) and that the City needs to be efficient with spending (n=2). See Table 8, below.

Table 8

Why would you <u>decrease</u> spending on <u>Public Services</u> ?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=18)**	2014 (n=24)**	2013 (n=19)**	2012 (n=28)**
Road maintenance needs to improve	2	1	1	-
Need to be efficient with funds/spending	2	-	3	-
Other (single mentions in 2015)	6	-	-	-
Don't Know/Not Stated	8	14	12	7

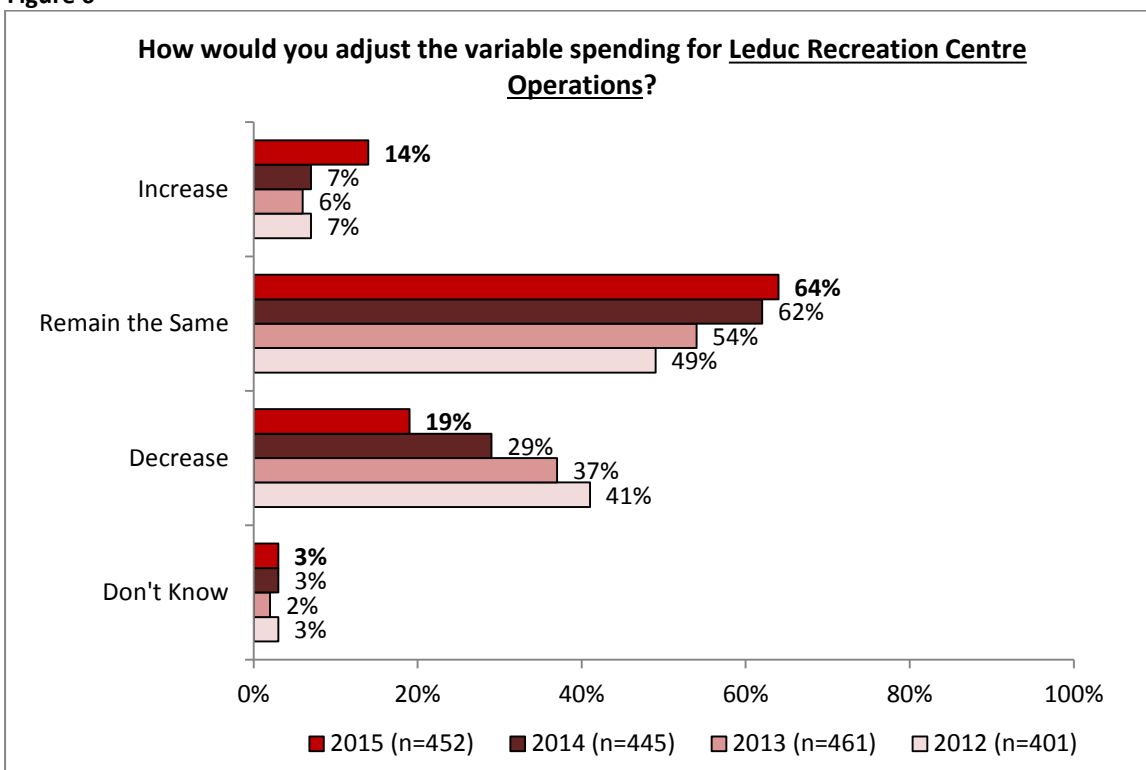
\*Multiple responses

\*\*Use caution interpreting results when n<30

### 4.2.5 Leduc Recreation Centre Operations

Fourteen percent (14%) of the respondents would increase spending on *Leduc Recreation Centre Operations*, a significant increase from 7% in 2014. Sixty-four percent (64%) would keep funding the same (comparable to 62% in 2014), while 19% would decrease funding (a significant decrease from 29% in 2014). See Figure 6, below.

Figure 6



#### **Selected Sub-Segment Findings**

Respondent subgroups significantly more likely to have chosen to **increase** spending on *Leduc Recreation Centre Operations* included:

- Those aged 18 to 34 (27%) versus those aged 35 to 54 (8%), 55 to 64 (7%) and 65 or older (6%);
- Those who have children in their household (20%) versus those who do not (9%); and
- Those who do not have seniors in their household (16%) versus those who do (5%).

Those who felt they received “fair” or “poor” value for their tax dollars (28%) were significantly more likely to have chosen to **decrease** spending on *Leduc Recreation Centre Operations* versus those who felt they received “good,” “very good,” or “excellent” value (17%).

Respondent subgroups significantly more likely to have indicated that spending on Leduc Recreation Centre Operations should **remain the same** included:

- Those aged 35 to 54 (67%), 55 to 64 (72%) and 65 or older (72%) versus those aged 18 to 34 (54%);
- Those who do not have children in their household (69%) versus those who do (58%); and
- Those who have seniors in their household (77%) versus those who do not (61%).

Respondents who would **increase** spending on Leduc Recreation Centre Operations (n=43) most often explained that this program area needs increased funding in order to lower user fees, or commented that user fees are expensive (n=7). See Table 9, below.

Table 9

Why would you <u>increase</u> spending on Leduc Recreation Centre Operations?				
Base: Respondents who would increase spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=43)	2014 (n=30)	2013 (n=29)**	2012 (n=27)**
Increase funding to lower fees/fees are too expensive	7	6	6	5
Makes Leduc a better community for residents/very important to the community	6	2	7	2
Facility needs to be updated	6	1	-	-
Keeps youth/young adults away from crime	4	-	1	1
More funding needed due to population growth	4	-	-	-
Fees should be increased to offset operating costs/users should pay for facility	3	-	-	-
Facility needs more staff	3	1	-	-
Facility should offer more programs	3	1	-	1
Need tennis courts	3	-	-	-
Pool needs to be updated/expanded	2	-	1	-
Other (single mentions in 2014)	4	-	-	-
Don't Know/Not Stated	27	20	10	12

\*Multiple responses

\*\*Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Leduc Recreation Centre Operations* (n=84) most often felt that user fees should be increased to offset operating costs (22%). See Table 10, below.

**Table 10**

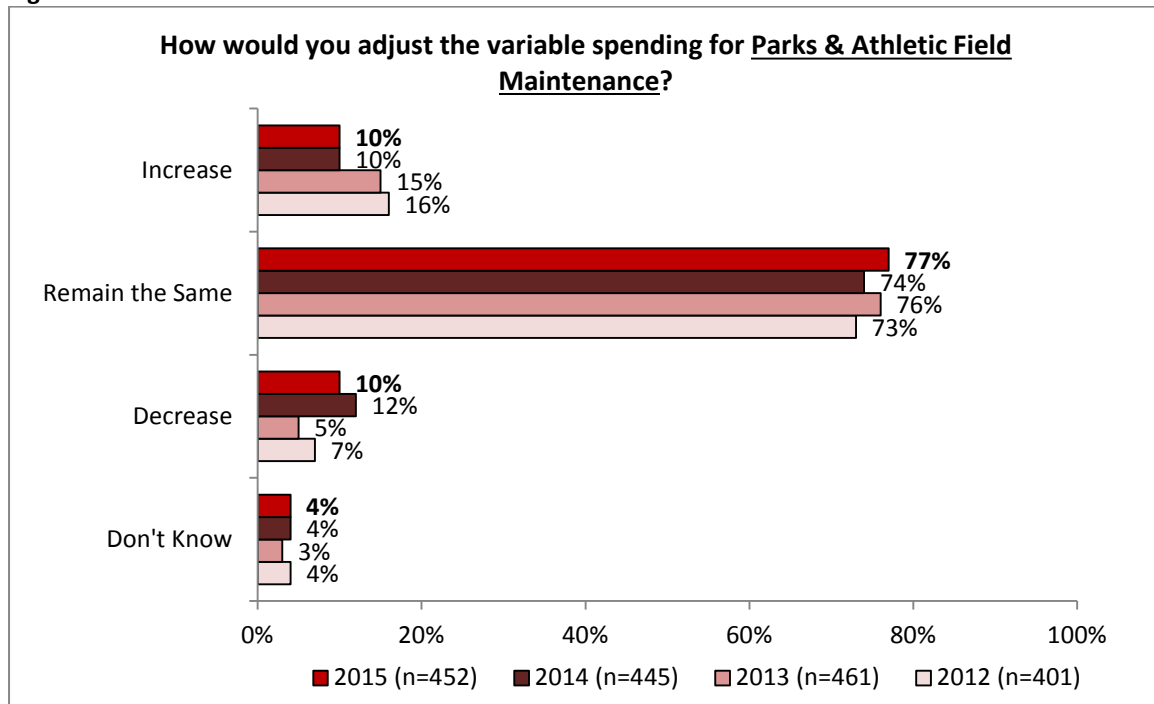
<b>Why would you decrease spending on Leduc Recreation Centre Operations?</b>				
<b>Base: Respondents who would decrease spending in this category for the 2016 budget</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=84)</b>	<b>2014 (n=122)</b>	<b>2013 (n=172)</b>	<b>2012 (n=163)</b>
Fees should be increased to offset operating costs/users should pay for facility	<b>22</b>	20	21	18
Other areas need the funding more (e.g., fire/police)/not an essential service	<b>8</b>	8	19	16
Increase funding to lower fees/fees are too expensive	<b>5</b>	9	5	8
Facility should be more self-sustaining	<b>5</b>	8	3	8
Facility is too expensive to operate/too much debt to the City	<b>5</b>	2	-	17
Too much of the budget is going to the Recreation Centre	<b>4</b>	10	10	14
Do not use facility/benefit from it/should not be funded by taxes	<b>3</b>	8	-	-
Cost is too high for the amount of people who use the facility	<b>3</b>	6	12	6
Other (2% of respondents or less in 2014)	<b>6</b>	-	-	-
Don't Know/Not Stated	<b>44</b>	38	31	31

\*Multiple responses

#### 4.2.6 Parks & Athletic Field Maintenance

Ten percent (10%) of the respondents would increase spending on *Parks and Athletic Field Maintenance* (consistent with 2014 findings), while 77% would keep spending the same (comparable to 74% in 2014). Ten percent (10%) would decrease spending, comparable to 12% in 2014. See Figure 7, below.

Figure 7



#### Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have chosen to **increase** spending on Parks and Athletic Field Maintenance included:

- Those aged 18 to 34 (14%) versus those aged 35 to 54 (7%); and
- Those who have children in their household (13%) versus those who do not (6%).

Those who supported cutting services to maintain taxes (20%) were significantly more likely to have chosen to **decrease** spending on Parks and Athletic Field Maintenance versus those who supported increasing taxes to enhance services (6%) and increase taxes to maintain services (5%).

Those who supported increasing taxes to maintain services (83%) were significantly more likely to have indicated that spending on Parks and Athletic Field Maintenance should **remain the same** versus those who supported cutting services to maintain taxes (69%).

Respondents who would **increase** spending on *Parks and Athletic Field Maintenance* (n=37) most often explained that the City needs more weed control (13%), and that maintenance needs to increase (7%). See Table 11, below.

**Table 11**

<b>Why would you <u>increase</u> spending on Parks &amp; Athletic Field Maintenance?</b>				
<b>Base: Respondents who would increase spending in this category for the 2016 budget</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=37)</b>	<b>2014 (n=41)</b>	<b>2013 (n=71)</b>	<b>2012 (n=65)</b>
Need more weed control	13	14	-	14
Maintenance needs to increase/would need to increase if parks increase	7	4	18	5
Need more skate parks	6	-	-	-
Need to hire more staff/is understaffed	6	7	1	2
Washrooms need to be provided in parks	6	-	-	2
Need better pest control (e.g., mosquitoes)	6	4	10	3
Other (single mentions in 2015)	8	-	-	-
Don't Know/Not Stated	49	55	51	45

\*Multiple responses

Respondents who would **decrease** spending on *Parks and Athletic Field Maintenance* (n=48) most often felt that funding should be go to other departments (12%). See Table 12, below.

**Table 12**

<b>Why would you <u>decrease</u> spending on Parks &amp; Athletic Field Maintenance?</b>				
<b>Base: Respondents who would decrease spending in this category for the 2016 budget</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=48)</b>	<b>2014 (n=58)</b>	<b>2013 (n=24)**</b>	<b>2012 (n=27)**</b>
Funding should go to other departments	12	6	20	7
Funding should be reduced (in general)	5	10	-	-
Has too many staff/over-staffed	5	-	-	4
Park maintenance could be done by volunteers	5	-	4	-
Other (single mentions in 2014)	7	14	-	-
Don't Know/Not Stated	69	51	44	48

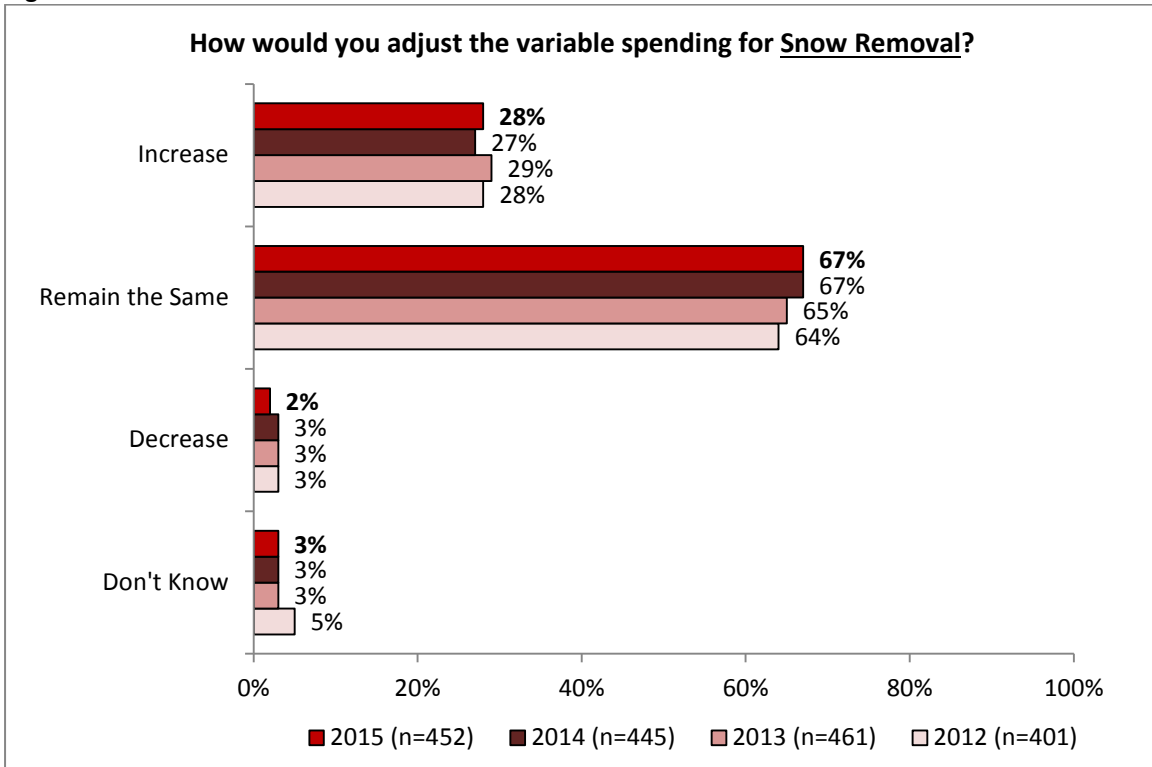
\*Multiple responses

\*\*Use caution interpreting results when n<30

### 4.2.7 Snow Removal

More than one-quarter of the respondents (28%) would increase spending on *Snow Removal* (comparable to 27% in 2014), while approximately two-thirds (67%) would keep spending the same (consistent with 2014 findings). Two percent (2%) would decrease spending, comparable to 3% in 2014. See Figure 8, below.

Figure 8



#### **Selected Sub-Segment Findings**

Those aged 18 to 34 (38%) were significantly more likely to have chosen to **increase** spending on Snow Removal versus those aged 35 to 54 (23%) and 65 or older (21%).

Those aged 35 to 54 (72%) were significantly more likely to have indicated that spending on Snow Removal should **remain the same** versus those aged 18 to 34 (61%).

Respondents who would **increase** spending on *Snow Removal* (n=110) most often explained that snow removal needs to be completed earlier or more frequently (27%); 11% reported that residential areas need to be done more often. See Table 13, below.

**Table 13**

<b>Why would you increase spending on Snow Removal?</b>				
<b>Base: Respondents who would increase spending in this category for the 2016 budget</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=110)</b>	<b>2014 (n=115)</b>	<b>2013 (n=133)</b>	<b>2012 (n=111)</b>
Snow removal needs to be done sooner/more frequently	27	20	9	9
Residential areas/side streets need to be done more often	11	4	1	-
Snow removal service needs improvement (in general)	9	9	10	5
Due to location, should be more prepared for winters	3	-	3	3
Need to increase services to match growth	2	1	1	-
Important to have safe roads/too many accidents/concerned about safety	2	-	6	-
Other (single mentions in 2014)	3	7	-	-
Don't Know/Not Stated	45	52	53	42

\*Multiple responses

Respondents who would **decrease** spending on *Snow Removal* (n=9) most often explained that snow removal needs to be done sooner (n=4). See Table 14, below.

**Table 14**

<b>Why would you decrease spending on Snow Removal?</b>				
<b>Base: Respondents who would decrease spending in this category for the 2016 budget</b>	<b>Number of Respondents*</b>			
	<b>2015 (n=9)**</b>	<b>2014 (n=13)**</b>	<b>2013 (n=15)**</b>	<b>2012 (n=11)**</b>
Snow removal needs to be done sooner/more frequently	4	-	-	1
Snow removal service needs improvement (in general)	1	8	-	-
Too much sanding in some areas/wasteful practice	1	-	1	-
Vehicles parked on street should be towed to remove snow	1	-	-	-
Need more staff/staff should do a better job	1	-	-	-
Icy conditions/need more sanding	1	-	-	-
Workers deserve more funding/do an excellent job	1	-	-	-
Don't Know/Not Stated	1	1	6	6

\*Multiple responses

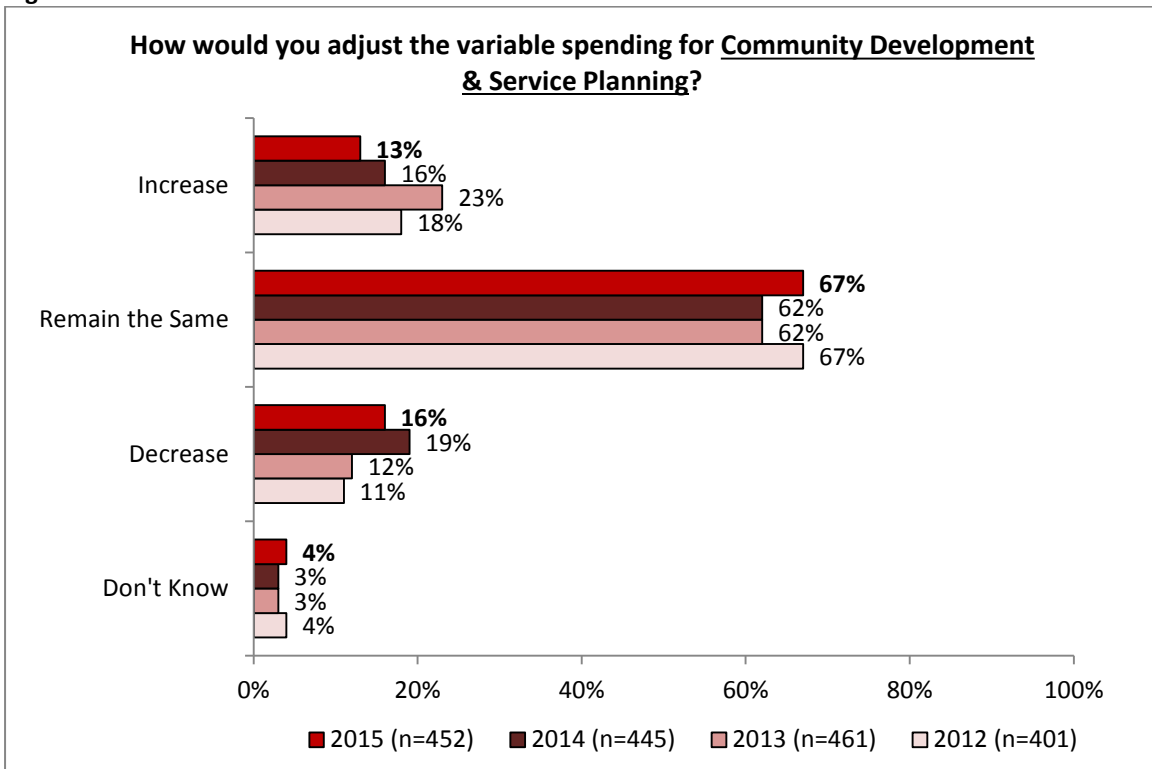
\*\*Use caution interpreting results when n<30



### 4.2.8 Community Development & Service Planning

Thirteen percent (13%) of the respondents would increase spending on *Community Development and Service Planning* (comparable to 16% in 2014), while 67% would keep spending the same (comparable to 62% in 2014). Sixteen percent (16%) would decrease spending, comparable to 19% in 2014. See Figure 9, below.

Figure 9



**Selected Sub-Segment Findings**

Respondent subgroups significantly more likely to have chosen to **increase** spending on Community Development and Service Planning included:

- Those who supported increasing taxes to enhance services (17%) or increase taxes to maintain services (17%), versus those who would cut services to maintain taxes (2%);
- Those aged 18 to 34 (25%) versus those aged 35 to 54 (8%), 55 to 64 (8%) and 65 and older (3%);
- Those who have children in their household (18%) versus those who do not (9%);
- Those who do not have seniors in their household (15%) versus those who do (6%);
- Those who are employed full- or part-time (15%) versus those who are unemployed (8%); and
- Those who own their home (14%) versus those who do not (2%).

Those aged 35 to 54 (20%) were significantly more likely to have chosen to **decrease** spending on Community Development and Service Planning versus those aged 18 to 34 (11%).

Respondents who would **increase** spending on *Community Development and Service Planning* (n=40) most often explained that this area is an investment in the future and a good cause (15%). See Table 15, below.

Table 15

Why would you <u>increase</u> spending on <u>Community Development &amp; Service Planning</u> ?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=40)	2014 (n=52)	2013 (n=105)	2012 (n=72)
They are the future of Leduc/is an investment in the future/good cause	15	1	5	6
Increase the number of parks (e.g. spray parks, playgrounds, off-leash)	8	11	20	11
Current parks are not maintained/need to increase maintenance	7	-	-	1
Should put more money into these services	6	5	1	3
Best reason to live in Leduc/quality of life	5	-	9	1
Need to keep youth occupied/increase in child and youth programs	3	-	-	-
Other (single mentions in 2015)	6	-	-	-
Don't Know/Not Stated	50	60	45	36

\*Multiple responses

Respondents who would **decrease** spending on *Community Development and Service Planning* (n=80) most often felt that community development is a waste of taxpayer money and/or is unnecessary (14%). See Table 16, below.

Table 16

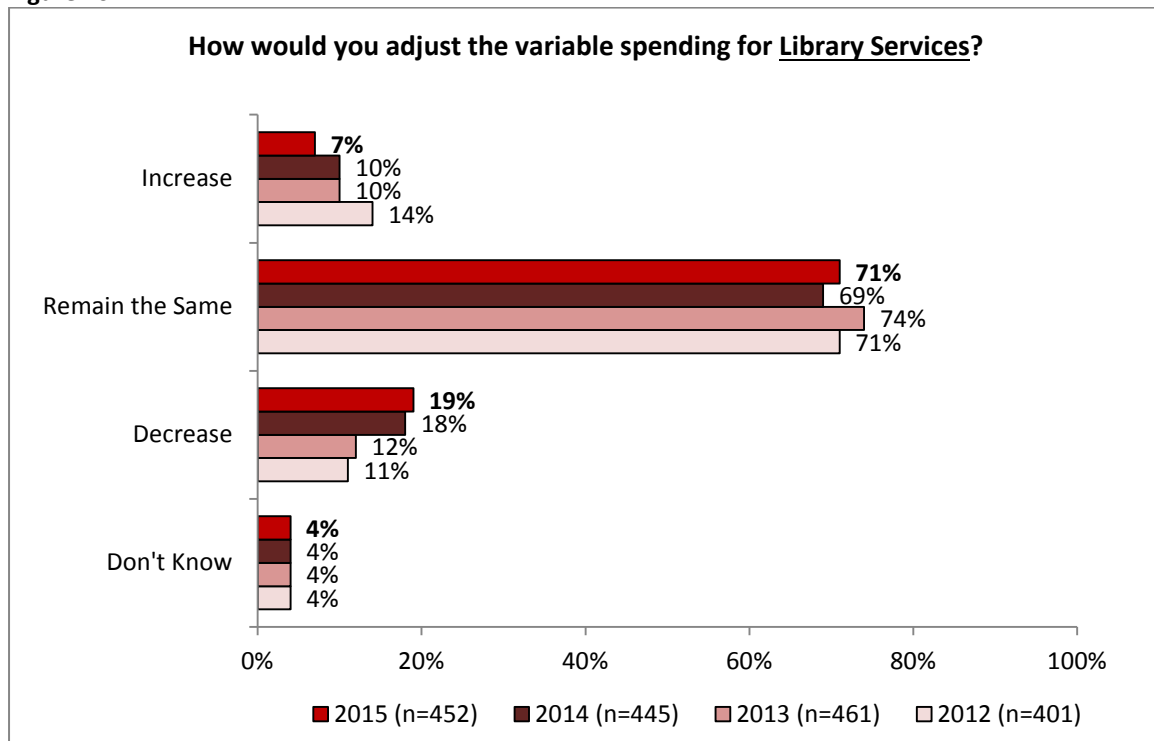
Why would you <u>decrease</u> spending on <u>Community Development &amp; Service Planning</u> ?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=80)	2014 (n=90)	2013 (n=56)	2012 (n=44)
Waste of tax money/not necessary	14	10	24	11
Need to use budget efficiently/prioritize needs	7	9	9	-
Could get the money from other areas of the budget	3	-	-	-
Should eliminate Communities in Bloom	2	1	-	7
Other (single mentions in 2015)	12	-	-	-
Don't Know/Not Stated	64	61	51	52

\*Multiple responses

### 4.2.9 Library Services

Seven percent (7%) respondents would increase spending on *Library Services*, comparable to 10% in 2014. More than two-thirds of the respondents (71%) would keep spending the same (statistically comparable to 69% in 2014). Nineteen percent (19%) would decrease spending, comparable to 18% in 2014. See Figure 10, below.

Figure 10



#### Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have chosen to **increase** spending on *Library Services* included:

- Those aged 65 or older (11%) versus those aged 55 to 64 (2%); and
- Those who have seniors in their household (16%) versus those who do not (5%).

Respondent subgroups significantly more likely to have chosen to **decrease** spending on *Library Services* included:

- Those aged 35 to 54 (22%) versus those aged 65 or older (10%); and
- Those who do not have seniors in their household (21%) versus those who do (11%).

Respondents who would **increase** spending on *Library Services* (n=28) most often explained that this library services are important to the community (18%). See Table 17, below.

Table 17

Why would you <u>increase</u> spending on Library Services?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=28)**	2014 (n=38)	2013 (n=45)	2012 (n=57)
Library services are important to the community	18	12	-	11
More programs/resources are needed/increase services	12	9	13	5
Good service for those who cannot afford new books/other recreation	10	-	-	4
Need to expand the collection/more books	10	4	-	2
Good educational resource/expands knowledge/learning	9	5	12	7
A larger library is needed/needs updating	6	3	8	9
Other (single mentions in 2015)	4	-	-	-
Don't Know/Not Stated	35	69	58	47

\*Multiple responses

\*\*Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Library Services* (n=84) most often felt that the library is not used and that online resources are becoming increasingly popular (27%). See Table 18, below.

Table 18

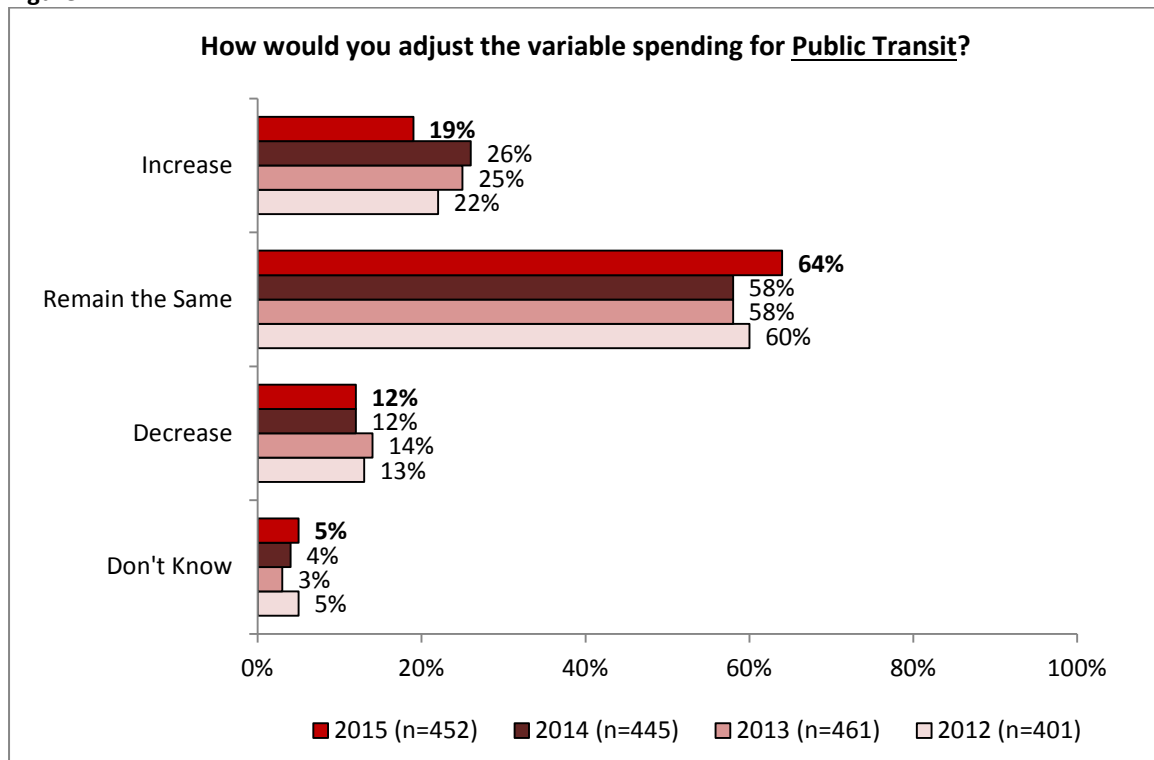
Why would you <u>decrease</u> spending on Library Services?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=84)	2014 (n=86)	2013 (n=56)	2012 (n=42)
Many people use online resources/library not used	27	28	35	36
Funding should be allocated to other areas/priorities	9	8	-	-
Library expansion is unnecessary	4	3	-	-
Should be user pay service/increase fees	3	7	3	2
More funding is needed/not enough funding currently	2	-	-	2
Larger library is needed/needs updating	1	-	4	-
Do not use/access the library	1	2	2	
Don't Know/Not Stated	53	55	48	57

\*Multiple responses

#### 4.2.10 Public Transit

Nearly two-fifths of the respondents (19%, a significant decrease from 26% in 2014) would increase spending on *Public Transit*. Nearly two-thirds of the respondents (64%) would keep spending the same (comparable to 58% in 2014), while 12% would decrease spending, consistent with 2014. See Figure 11, below.

Figure 11



#### Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have chosen to **increase** spending on *Public Transit* included:

- Those who supported increasing taxes to enhance services (28%) versus those who would increase taxes to maintain services (10%) and cut services to maintain taxes (12%); and
- Those who do not own their home (43%) versus those who do (18%).

Respondent subgroups significantly more likely to have chosen to **decrease** spending on *Public Transit* included:

- Those who felt they received “fair” or “poor” value for their tax dollars (23%) versus those who felt they received “good,” “very good,” or “excellent” value (9%); and
- Those who supported cutting services to maintain taxes (21%) versus those who would increase taxes to enhance service (6%).

Respondent subgroups significantly more likely to have indicated that spending on Public Transit should **remain the same** included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (67%) versus those who felt they received “fair” or “poor” value (52%); and
- Those who own their home (65%) versus those who do not (41%).

Respondents who would **increase** spending on *Public Transit* (n=86) most often explained that the current bus schedule is limited (16%); 11% reported that Public Transit should expand their hours of operation. See Table 19, below.

**Table 19**

Why would you increase spending on <u>Public Transit</u> ?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=86)	2014 (n=118)	2013 (n=115)	2012 (n=90)
Current bus schedule is limited/should be expanded/more stops needed	16	6	10	11
Should include evening service/all day service/expand hours of operation	11	9	8	2
Public transit is needed in Leduc (in general)	7	8	17	7
Should include weekend service/needs to be seven days a week	6	1	3	3
Need to make people more aware of services available	5	1	4	2
Required for a growing population	5	7	3	3
Would reduce traffic congestion/vehicle use/better for roads	5	2	5	4
Would be a faster way to travel/more convenient	3	-	-	-
Other (single mentions in 2015)	6	4	-	-
Don't Know/Not Stated	48	44	41	41

\*Multiple responses

Respondents who would **decrease** spending on *Public Transit* (n=56) most often felt that ridership is not high enough to justify the service (19%). See Table 20, below.

**Table 20**

<b>Why would you <u>decrease</u> spending on Public Transit?</b>				
<b>Base: Respondents who would decrease spending in this category for the 2016 budget</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=56)</b>	<b>2014 (n=53)</b>	<b>2013 (n=64)</b>	<b>2012 (n=51)</b>
Not enough people use the service/not worth the cost for ridership	<b>19</b>	27	23	31
User fees should pay for the service/should pay for itself	<b>10</b>	14	25	4
Waste of tax dollars/not needed	<b>9</b>	5	14	12
Current bus schedule is limited/should expand/more stops needed	<b>2</b>	-	4	2
Transit fare costs too much	<b>2</b>	-	-	-
Public transit is needed in Leduc (in general)	<b>2</b>	3	-	-
Need to provide better senior/disabled public transit services/LATS is restrictive	<b>1</b>	-	-	-
Don't Know/Not Stated	<b>56</b>	38	36	39

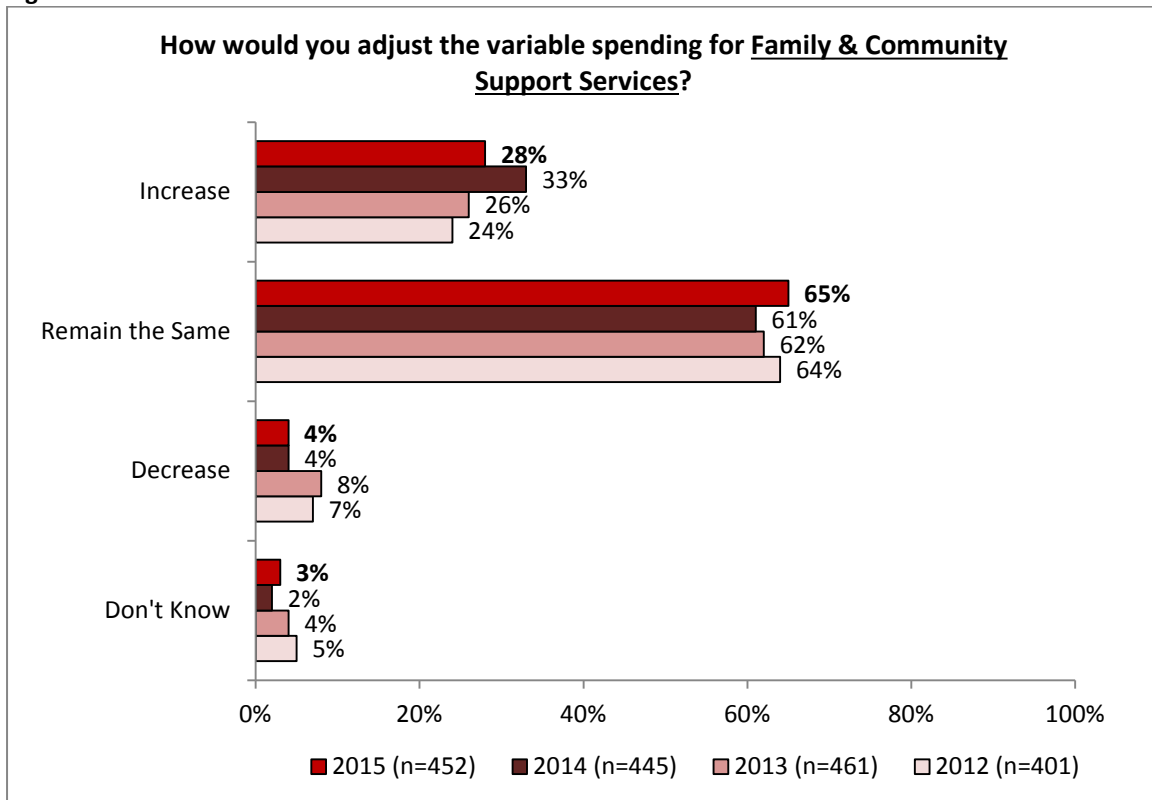
**\*Multiple responses**



### 4.2.11 Family and Community Support Services

Twenty-eight percent (28%) of the respondents (comparable to 33% in 2014) would increase spending on *Family and Community Support Services*. Nearly two-thirds of the respondents (65%, comparable to 61% in 2014) would keep spending the same, while 4% would decrease spending, consistent with 2014. See Figure 12, below.

Figure 12



#### Selected Sub-Segment Findings

Those who supported increasing taxes to enhance services (34%) were significantly more likely to have chosen to **increase** spending on Family and Community Support Services versus those who would cut services to maintain taxes (18%).

Respondents who would **increase** spending on *Family and Community Support Services* (n=124) most often reported that there should be more senior services, support, or more affordable services (16%). See Table 21, below.

**Table 21**

Why would you <u>increase</u> spending on <u>Family &amp; Community Support Services</u> ?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=124)	2014 (n=152)	2013 (n=122)	2012 (n=95)
There should be more senior services/support/more affordable services	16	10	21	15
Not enough funding (in general)	9	12	4	2
Need for services is increasing with population growth	8	4	3	8
Important to support families/families are important	8	4	7	5
Programs help people in need	6	7	4	4
Community support programs are a priority/are valuable	4	10	5	-
Other (2% of respondents or less in 2014)	7	13	-	-
Don't Know/Not Stated	54	52	45	52

\*Multiple responses

Respondents who would **decrease** spending on *Family and Community Support Services* (n=16) most often believed that helping people should not be the responsibility of tax payers (n=2). See Table 22, below.

**Table 22**

Why would you <u>decrease</u> spending on <u>Family &amp; Community Support Services</u> ?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=16)**	2014 (n=13)**	2013 (n=35)	2012 (n=29)**
People need to help themselves/should not be responsibility of tax payers	2	1	4	3
There are already similar services that could be used	1	4	1	2
Should be funded by the government/get help from the government	1	1	1	3
Only a small population utilize these services	1	-	2	-
There should be more senior services/support/more affordable services	1	-	1	-
Should be more homemaking support	1	-	-	1
Don't Know/Not Stated	72	13	22	13

\*Multiple responses

\*\*Use caution interpreting results when n<30

#### 4.2.12 Additional Feedback

When asked if there was any additional feedback they wished to provide regarding their choices for variable spending, 2% of all respondents indicated that City Council needs to stop over-spending and should be more fiscally responsible.

See Table 23, below.

**Table 23**

Is there any additional feedback you would like to provide regarding your choices?				
	Percent of Respondents*			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
No additional feedback	81	79	80	77
<b>Yes; specify:</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>
City Council needs to stop over spending/be more financially responsible	2	2	5	2
Would like more information on City Council salaries	1	3	-	<1
Received excellent services for taxes paid	1	-	<1	-
Need a hospital/health care service	1	<1	-	-
Taxes are too high/keep increasing	1	1	<1	1
Review/modify garbage services	1	1	<1	-
Budget looks well prioritized/the City is doing a good job with the budget	1	1	1	2
Should have more programs/activities for children/families	1	<1	-	1
Council/administration group is doing a good job (in general)	1	1	-	-
Need more schools/education is a priority	1	1	<1	-
Need more roadways/better access	1	1	<1	<1
Business licenses are too expensive	1	-	-	-
Leduc is a well maintained city	1	<1	1	-
Need better City maintenance/should be cleaner	1	<1	<1	1
Need more long term planning	1	<1	<1	<1
Leduc is a good place to live (in general)	1	-	-	-
Should reduce fixed expenses/more towards variable expenses	1	1	1	-
Other (less than 1% of respondents in 2015)	4	-	-	-
Don't Know/Not Stated	5	5	4	6

\*Multiple responses

### 4.3 Other Considerations for 2016 Budget Planning

Keeping in mind that any additional projects or initiatives may result in an increase in the overall budget, respondents were asked if there are any other projects or initiatives that the Leduc City Council and Administration should be thinking of when planning for the 2016 budget and beyond. As shown in Table 24, below, 9% of all respondents reported that the City should ensure an efficient traffic flow and reduce problems related to traffic congestion.

Table 24

Are there any other projects or initiatives that City Council and Administration should be thinking of when planning the budget for 2016 and beyond?				
	Percent of Respondents*			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
None	66	64	60	58
<b>Yes; specify:</b>	<b>31</b>	<b>32</b>	<b>36</b>	<b>37</b>
Better traffic flow/control/traffic congestion problems	9	10	7	6
Balance the budget/better spending	3	2	4	2
Other (1% of respondents or less in 2015)	23	-	-	-
Don't Know/Not Stated	3	5	4	5

\*Multiple responses

When asked if they had any other comments they wished to provide regarding 2016 budget planning, 3% of all respondents each suggested better traffic flow or road development and better budgeting, in general. See Table 25, below.

**Table 25**

<b>Is there anything else you would like to suggest regarding the planning of the 2016 budget and onward for the City of Leduc?</b>				
	<b>Percent of Respondents*</b>			
	<b>2015 (n=452)</b>	<b>2014 (n=445)</b>	<b>2013 (n=461)</b>	<b>2012 (n=401)</b>
No further suggestions	<b>77</b>	76	77	75
<b>Yes; specify:</b>	<b>18</b>	19	18	18
Better use of funds/better budgeting in general	<b>3</b>	2	4	2
Better traffic flow/control/road development	<b>3</b>	2	2	2
Better future/long term planning/growth planning	<b>2</b>	3	1	1
Reduce taxes/reduce tax increases	<b>2</b>	2	2	2
Fewer raises for City Council/tighten administration costs	<b>2</b>	2	<1	-
Better garbage collection/recycling services	<b>2</b>	<1	<1	1
Other (1% of respondents or less in 2015)	<b>6</b>	-	-	-
Don't Know/Not Stated	<b>5</b>	5	5	8

\*Multiple responses

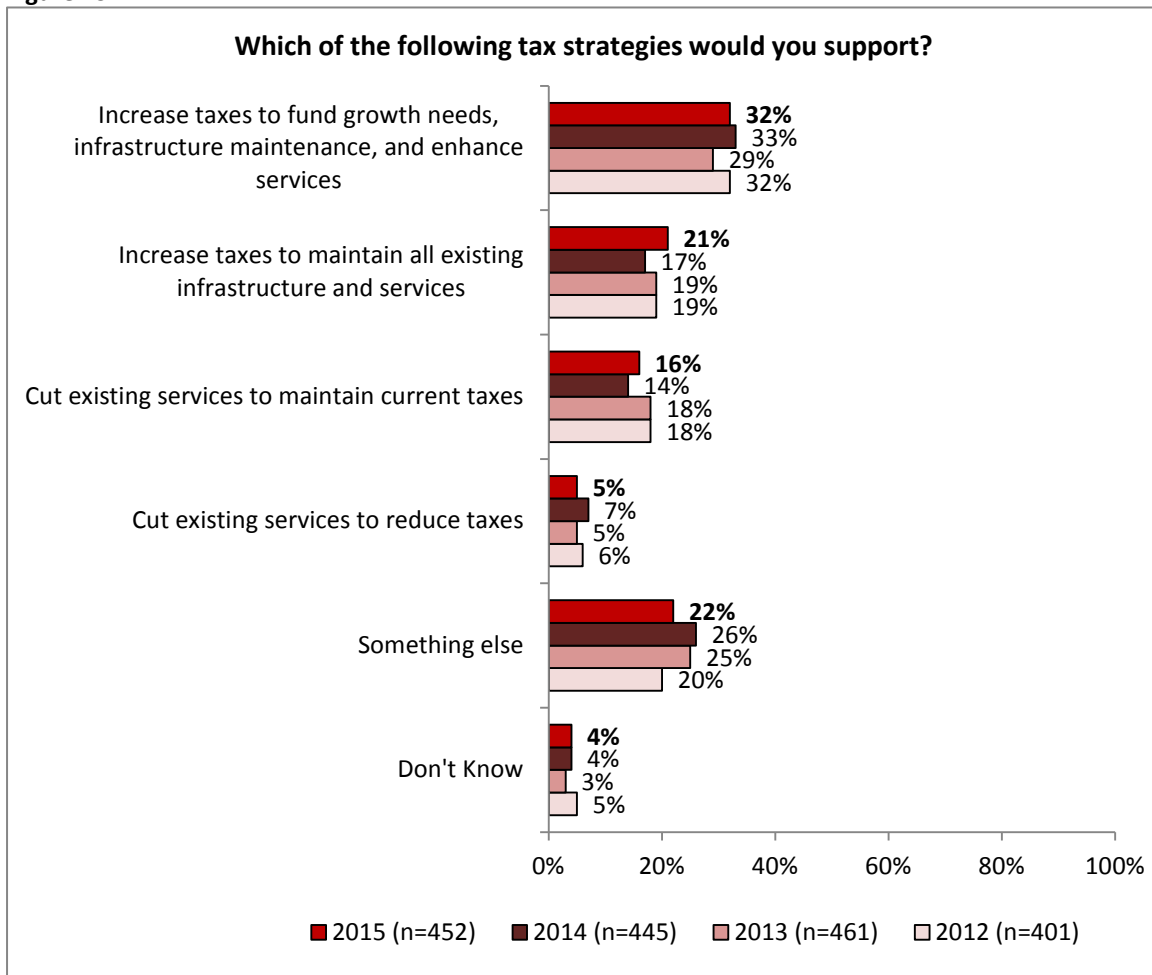
#### 4.4 City of Leduc Services and Infrastructure

In the next section of the survey, respondents were asked which of four (4) tax strategies they would support to balance the City budget. As shown in Figure 13, below, nearly one-third of the respondents (32%) would increase taxes to fund growth needs, maintain infrastructure, and enhance services, statistically comparable to 33%, as reported in 2014.

Nearly one-quarter of the respondents (22%) indicated support for a different tax strategy; responses provided by at least 2% of all respondents included the following:

- Should budget better/spend wisely/better management (7% of all respondents);
- Reduce administration/council salary/reduce amount of staff (4%);
- Maintain tax levels, keep existing services (3%); and
- Maintain tax levels, fund through growth (2%).

Figure 13



### **Selected Sub-Segment Findings**

Respondent subgroups significantly more likely to have **increasing taxes to fund growth needs, maintain infrastructure, and enhance services** included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (36%) versus those who felt they received “fair” or “poor” value (18%);
- Those aged 18 to 34 (36%), 35 to 54 (34%) and 55 to 64 (33%) versus those 65 or older (16%); and
- Those who are employed full- or part-time (36%) versus those who are unemployed (23%).

Respondent subgroups significantly more likely to have supported **increasing taxes to maintain all existing infrastructure and services** included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (25%) versus those who felt they received “fair” or “poor” value (9%);
- Those aged 65 or older (34%) versus those aged 35 to 54 (17%) and 55 to 64 (17%);
- Those who do not have children in their household (27%) versus those who do (16%); and
- Those who are unemployed (28%) versus those who are employed full- or part-time (19%).

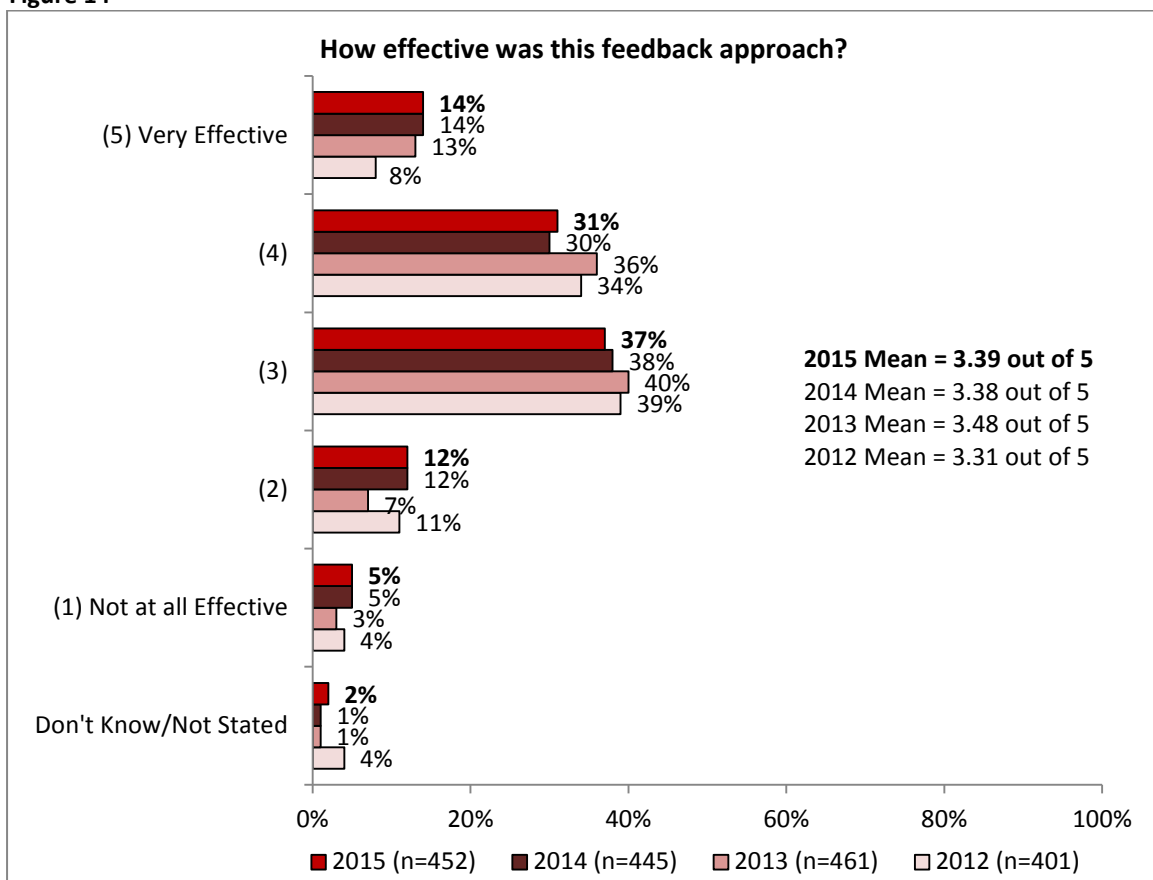
Those who felt they received “fair” or “poor” value for their tax dollars (11%) were significantly more likely to have supported **cutting existing services to reduce taxes** versus those who felt they received “good,” “very good,” or “excellent” value (3%).

## 4.5 Feedback Approach

Finally, respondents were asked to rate the research approach used to gather resident feedback concerning the City of Leduc budget process, using a scale of 1 to 5, where 1 meant “not at all effective” and 5 meant “very effective.” Forty-five percent (45%) of the respondents provided ratings of 4 (31%) or 5 (14%) out of 5, statistically comparable to 44% in 2014.

More than one-third (37%) provided a neutral rating (3 out of 5), while 16% of the respondents indicated that the approach was not effective, with ratings of 1 (5%) or 2 (12%) out of 5. See Figure 14, below.

Figure 14



### Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have **felt the research approach was effective** (ratings of 4 or 5 out of 5) included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (50%) versus those who felt they received “fair” or “poor” value (30%); and
- Those who do not have seniors in their household (48%) versus those who do (32%).



Respondents who felt that the feedback approach was effective or who felt neutral (n=378) (ratings of 3, 4, or 5 out of 5) most often explained that they were glad to have the opportunity to provide feedback (18%). See Table 26, below.

**Table 26**

<b>Why did you provide that rating?</b>				
<b>Base: Respondents who rated the feedback approach as effective (ratings of 3, 4, or 5 out of 5)</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=378)</b>	<b>2014 (n=372)</b>	<b>2013 (n=407)</b>	<b>2012 (n=323)</b>
Gave the opportunity to express an opinion/liked being heard/important to gather opinions	18	17	17	15
Not educated/informed enough about the topic/more information was needed	6	8	10	8
More convenient method of getting peoples' opinions/can answer on ones' own time	6	4	1	6
Survey did not address all issues/not thorough enough	6	4	3	1
All of the right topics/issues were addressed/asked relevant questions	6	-	1	3
Survey was good/good method (in general)	5	4	9	2
Not sure how effective survey is/unsure of impact	4	6	-	-
Good information was provided/good visuals	4	4	1	3
Will have to wait and see what happens with the budget to determine effectiveness	4	2	1	3
Council does not listen to residents/will not do anything with the collected information	3	4	1	3
Other (2% of respondents or less in 2015)	10	-	-	-
Don't Know/Not Stated	41	37	40	38

\*Multiple responses

Those who felt that the feedback approach was less effective (n=64) (ratings of 1 or 2 out of 5) explained that they felt too uninformed about budget planning (17%). See Table 27, below.

Table 27

Why did you provide that rating?				
Base: Respondents who rated the feedback approach as ineffective (ratings of 1 or 2 out of 5)	Percent of Respondents*			
	2015 (n=64)	2014 (n=66)	2013 (n=48)	2012 (n=62)
Not educated/informed enough about the topic to answer/more information needed	17	19	15	21
Council does not listen to residents/will not do anything with information collected	8	15	29	16
Need to complete other research methods to gather information	8	-	2	2
Survey did not address all the issues/not thorough enough	7	4	-	3
No way to know how effective survey was/unsure of impact	5	5	-	-
Did not like the open-ended questions/too many open-ended questions	4	1	-	5
Gave the opportunity to express an opinion/liked being heard/important to gather opinions	3	1	1	2
Other (single mentions in 2015)	5	9	-	-
Don't Know/Not Stated	47	30	39	29

\*Multiple responses

## 4.6 Respondent Demographics

Tables 28 and 29, below and on the following page, demonstrate the demographic breakdown of residents surveyed for the 2016 City of Leduc Budget Planning Survey.

Table 28

	Percent of Respondents			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
<b>Age</b>				
18 to 24 years of age	4	4	4	2
25 to 34 years of age	31	32	32	14
35 to 44 years of age	18	18	18	21
45 to 54 years of age	18	17	17	22
55 to 64 years of age	14	14	12	18
65 years of age and older	13	14	16	22
Not Stated	3	2	1	2
<b>Mean</b>	<b>45.1</b> years	44.6 years	45.7 years	50.8 years
<b>Percent of Households with at Least One (1) Person in Each Age Group</b>				
7 years of age and younger	31	37	38	22
8 to 12 years of age	21	16	13	14
13 to 18 years of age	13	16	14	16
19 to 44 years of age	64	66	63	54
45 to 64 years of age	42	43	38	52
65 years of age and older	18	16	17	24
Not Stated	2	3	2	3
<b>Mean Household Size</b>	<b>3.16</b> people	3.22 people	3.04 people	2.86 people
<b>Employment Status</b>				
Working Full-Time (including self-employment; >30 hours /week)	63	59	64	54
Retired	14	14	13	24
Homemaker	9	8	9	7
Working Part-Time (including self-employment; ≤30 hours/week)	8	11	10	12
Not Employed	3	4	3	2
Student	1	3	1	1
Not Stated	1	1	<1	1

Table 29

	Percent of Respondents			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
<b>Neighbourhood</b>				
South Fork	12	6	7	3
Corinthia Park	10	8	11	11
Bridgeport	9	13	11	8
South Park	8	11	10	12
Windrose	7	8	6	7
Leduc Estates	7	4	6	6
Lakeside Estates	6	5	4	5
Suntree	6	3	5	4
Caledonia Park	4	6	6	7
Tribute	4	6	4	4
Deer Valley	4	5	6	4
Meadowview Park	4	5	5	5
South Telford	4	3	3	3
West Haven Park	3	4	-	-
Willow Park	3	4	4	6
Linsford Park	2	4	2	3
West Haven Estates	2	3	5	6
Robinson	2	1	1	-
Alexandra Park	1	2	2	4
North Telford	<1	<1	<1	1
Not Stated	3	2	2	4
<b>Home Ownership</b>				
Own	92	89	88	91
Rent	7	9	11	7
Not Stated	1	2	1	2
<b>Are you a City of Leduc Employee?</b>				
Yes	4	5	7	4
No	95	94	93	94
Not Stated	1	1	<1	2

## **APPENDIX A – SURVEY INSTRUMENT**



## 2016 Budget Planning Survey

The City of Leduc is committed to gathering input from citizens regarding the planning for the future of the City, as demonstrated through the Community Visioning Workshops completed in 2007, 2009, 2011, 2013 and 2014. In 2015, the City is seeking input from citizens to assist in the 2016 budget planning process through this survey.

This survey contains questions designed to gather your high-level thoughts and opinions regarding your perceptions and opinions of how funding should be allocated in the City of Leduc. The length of the survey may vary from 10 to 12 minutes to complete.

Please note that paper copies of this survey can be returned to the Civic Centre, where they will be forwarded to Banister Research for data entry and analysis. Alternatively, you may fax your completed survey directly to Banister Research at (780) 451-2777 or complete the survey online at <https://banister.ab.ca/leducbudget16/>

Banister Research & Consulting Inc. has been retained to assist with the administration of this survey and the analysis of the findings. All information you provide will be kept in strictest confidence and be used only for the purposes of this study.

The privacy of your responses has been protected in a number of ways:

1. Individual hard copy surveys submitted to the City of Leduc will be forwarded to Banister Research for data entry and analysis. External consultants, Banister Research & Consulting Inc., are the only party collecting and analyzing the results and with any direct access to the final data set.
2. Responses to closed ended questions will be grouped and verbatim responses to open ended questions will be released to the management team without any identifiable information and not linked to any other questions in the data sets provided.

Please try to answer all questions. However, if you do not have enough information or you feel that you cannot respond to a question, please skip it and go on to the next one. Unless otherwise indicated, please fill in only one response per question. The results of the survey will be used as one of the sources of information provided to Council and Administration to inform in the decision making process with regards to budgeting in 2016.

Please Note: Please read each question/statement carefully and select the number that best represents your point of view for each.

If you have any issues or concerns, you may contact Tracy With, Vice President, Banister Research & Consulting, 780-451-4444 or [twith@banister.ab.ca](mailto:twith@banister.ab.ca). Please respond before **May 31, 2015**.

A. Please confirm	Yes	No
You are over the age of 18 years	<input type="checkbox"/>	<input type="checkbox"/>
You are a resident of the City of Leduc	<input type="checkbox"/>	<input type="checkbox"/>

Please note that throughout the survey, information will be provided to you so that you are able to reflect and provide an informed response to the questions. Should you have any questions about this information, please feel free to contact Valerie MacMillan, Manager, Budgeting Services (780-980-7161 or vmacmillan@leduc.ca) at the City of Leduc, for additional information.

1. What would you say are the most important priorities facing the City of Leduc Council today related to the budget process?

---

---

---

---

2. In 2015, approximately 26% of your property tax bill is collected on behalf of the province to pay for education and schools. The remaining 74% of your property tax bill goes to the City of Leduc to fund municipal services. Thinking about the portion of your municipal property tax bill that pays for City services, would you say you receive? [SELECT ONE RESPONSE]

- Excellent value for your tax dollars
- Very good value
- Good value
- Fair value OR
- Poor value for your tax dollars

3. What is the main reason you feel that way?

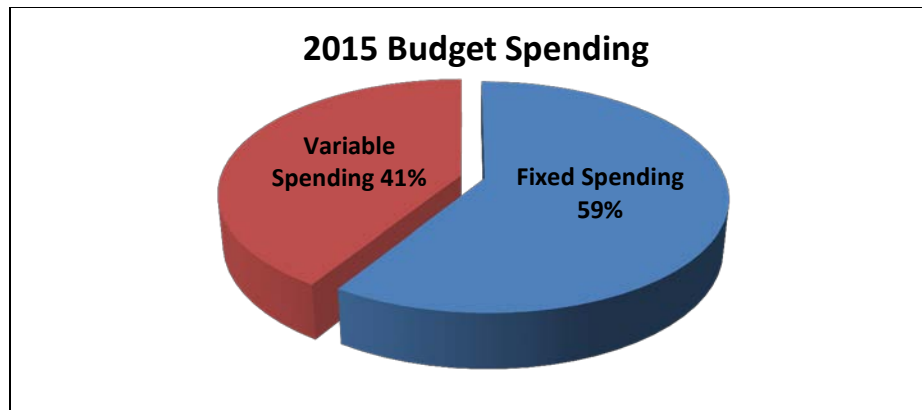
---

---

---

---

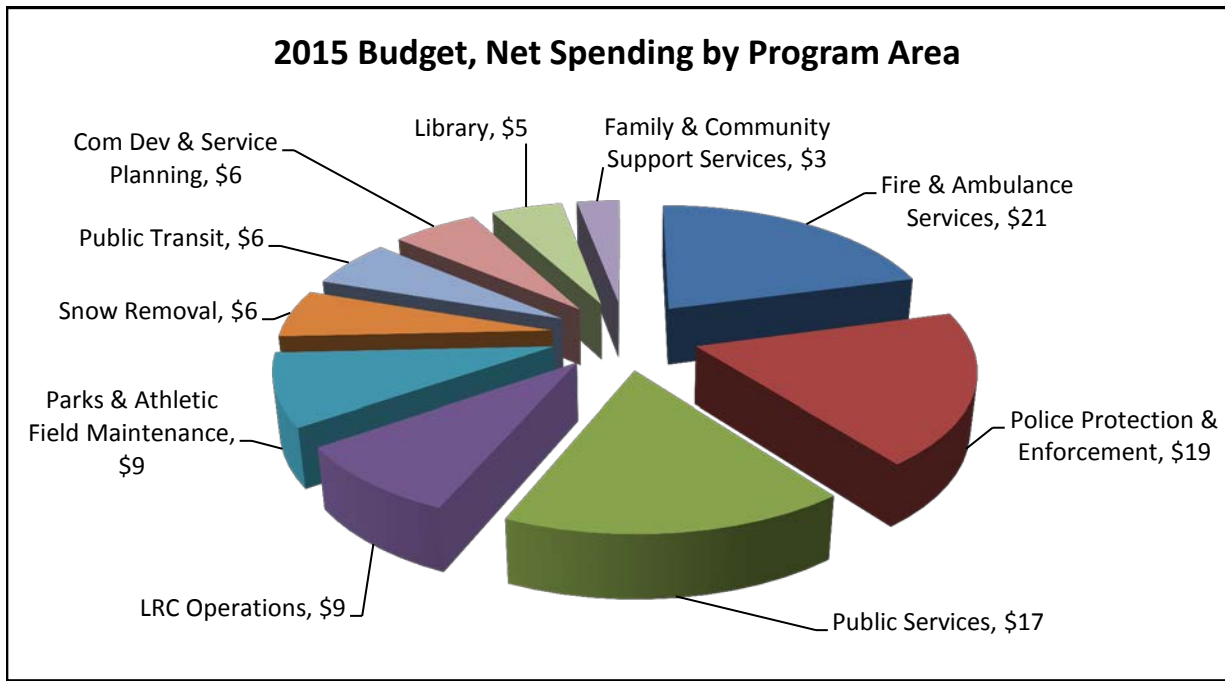
4. The City of Leduc budget includes two spending categories:



- **Fixed Spending** (59%) include items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:
  - Mayor and City Council
  - City Manager's Office, Legal Services & Intergovernmental Affairs
  - Corporate Services
  - Engineering Services
  - Planning Services
  - Facility Services
  - Debt Repayment
  - Capital Transfer
- **Variable Spending** (41%) include categories where spending can be increased or decreased depending on the level of service provided.



If the overall **Variable Spending** budget for the City of Leduc was \$100, this is how the \$100 was spent in the City of Leduc in 2015. Please see the graph below.



How would you adjust the variable spending for 2016?

Variable Spending Category	Description of Services	Dollars Spent in 2015	Increase or Decrease Spending, Remain the same in 2016 (select one)	Why would you make this change? (please record your answer below, and use the back of the page if needed)
<b>Fire and Ambulance Services*</b>	Fire and Ambulance response, rescue and patient treatment services, community prevention and inspection services and emergency preparedness.	\$21.00	<input type="checkbox"/> Increase <input type="checkbox"/> Remain the same	
<b>Police Protection &amp; Enforcement Services</b>	RCMP contract and detachment administrative support. Community safety, animal control and other bylaw enforcement.	\$19.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Public Services</b>	Maintenance of roadways, sidewalks, multi-ways, bridges, overpasses, traffic controls, including: pot hole patching, crack sealing, grading, guard repair, cleaning, dust control and pavement marking.	\$17.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Leduc Recreation Centre Operations</b>	Leduc Recreation facility maintenance and operations, sports & tourism, guest services, fitness centre and track, pool services, ice skating, field house and programmed services (i.e. child minding).	\$9.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Parks &amp; Athletic Field Maintenance</b>	Maintenance, grass cutting, cleaning and repairs to cemetery, sports fields, tennis courts, outdoor ice rinks, skateboard parks, lakes and storm ponds, garden plots and playgrounds. Parks landscaping and pest control.	\$9.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Snow Removal</b>	Street, parking lot and alleyway sanding, snow plowing and snow removal.	\$6.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Community Development &amp; Service Planning</b>	Parks, recreation and culture planning and development: including building playgrounds, Communities in Bloom, Healthy Hearts, and Canada Day programs.	\$6.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Library Services</b>	Provision of children, teen and adult literary programs, exam proctoring, e-resources, e-books, internet access, audio books, DVD's, CD's, outreach services and access to resources from over 150 Alberta libraries.	\$6.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Public Transportation</b>	Leduc Transit provides service locally in Leduc and a commuter service to Edmonton and Nisku; and a specialized transportation service (LATS)..	\$5.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Family and Community Support Services</b>	Family counseling and support; support, prevention and education regarding social issues; meals on wheels program; senior support; and homemaking services.	\$3.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>TOTAL</b>		<b>\$100.00</b>		

\*Ambulance services are contracted services provided by the Province of Alberta and cannot be reduced.

5. Is there any additional feedback you would like to provide regarding your choices?

---

---

---

6. Again, keeping in mind that any additional projects or initiatives may result in an increase in the overall budget, are there any other projects or initiatives that Leduc City Council and Administration should be thinking of when planning the budget for 2016 and beyond?

Yes; please specify

---

---

---

No

7. Is there anything else you would like to suggest regarding the planning of the 2016 budget and onward for the City of Leduc?

---

---

---

8. Next, thinking about the City of Leduc infrastructure and services overall, which of the following tax strategies to balance the budget would you support? Would you support ...? [SELECT ONE]

Increase taxes to fund growth needs, infrastructure maintenance and enhance services

Increase taxes to maintain all existing infrastructure and services

Cut existing services to maintain current taxes, or

Cut existing services to reduce taxes

Something else: please specify:

---

---

---

9. Using a scale of 1 to 5 where 1 means not at all effective and 5 means very effective, how effective was this research approach in gathering your feedback concerning the City of Leduc budget process? [SELECT ONE]

Not at all effective					Very effective
(1)	(2)	(3)	(4)	(5)	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9A. Why did you provide that rating

---

---

---

---

**RESPONDENT CHARACTERISTICS**

In order for Banister Research to better understand the different views and needs of citizens, the next few questions allow us to analyze the data into sub-groups. Please be assured that nothing will be recorded to link your answers with you or your household.

D1. First, in what year were you born?

\_\_\_\_\_ **RECORD YEAR**

D2. Including yourself, how many people in each of the following age groups live in your household? How many are,,,? [ENTER # FOR ALL THAT APPLY]

- \_\_\_ 7 years of age and younger
- \_\_\_ Between 8 and 12 years old
- \_\_\_ Between 13 and 18 years old
- \_\_\_ Between 19 and 44 years old
- \_\_\_ Between 45 and 64 years old
- \_\_\_ 65 years of age or older
- \_\_\_ TOTAL

D3. What is your current employment status? [SELECT ONE]

- Working full time, including self-employment (more than 30 hours per week)
- Working part time, including self-employment (30 hours per week or less)
- Homemaker
- Student
- Not employed

Retired

D4. Which neighbourhood do you live in? [SELECT ONE]

- |   |   |
|---|---|
| <input type="checkbox"/> Alexandra Park   | <input type="checkbox"/> South Fork         |
| <input type="checkbox"/> Bridgeport       | <input type="checkbox"/> South Park         |
| <input type="checkbox"/> Caledonia Park   | <input type="checkbox"/> South Telford      |
| <input type="checkbox"/> Corinthia Park   | <input type="checkbox"/> Suntree            |
| <input type="checkbox"/> Deer Valley      | <input type="checkbox"/> Tawa Landings      |
| <input type="checkbox"/> Lakeside Estates | <input type="checkbox"/> Tribute            |
| <input type="checkbox"/> Leduc Estates    | <input type="checkbox"/> West Haven Estates |
| <input type="checkbox"/> Linsford Park    | <input type="checkbox"/> West Haven Park    |
| <input type="checkbox"/> Meadowview Park  | <input type="checkbox"/> Willow Park        |
| <input type="checkbox"/> North Telford    | <input type="checkbox"/> Windrose           |
| <input type="checkbox"/> Robinson         |   |

D5. Do you own or rent your home in the City of Leduc?

- Own  
 Rent

D6. And finally, do you work for the City of Leduc?

- Yes  
 No  
1)

***Thank you very much for your participation in this important study, your time and feedback are greatly appreciated by the City of Leduc.***

***Please note that the results of this survey will be shared with City Council during the budget planning process for 2016. Should you have any additional questions, please contact: Valerie MacMillan, Manager, Budgeting Services (780-980-7161 or vmacmillan@leduc.ca) at the City of Leduc.***



2016 Budget Planning Survey  
Stakeholder Survey Results  
Final Report

June 26, 2015



## TABLE OF CONTENTS

<b>1.0</b>	<b>SUMMARY OF FINDINGS</b>	<b>328</b>
<b>2.0</b>	<b>PROJECT BACKGROUND</b>	<b>331</b>
<b>3.0</b>	<b>METHODOLOGY</b>	<b>331</b>
3.1	Project Initiation and Questionnaire Design	331
3.2	Survey Population and Data Collection	332
3.3	Data Analysis and Project Documentation	332
<b>4.0</b>	<b>STUDY FINDINGS</b>	<b>333</b>
4.1	City Council Budget Process	333
4.2	Adjustments to Variable Spending	338
4.2.1	Summary of All Services	339
4.2.2	Police Protection & Enforcement Services	341
4.2.3	Fire & Ambulance Services	343
4.2.4	Public Services	345
4.2.5	Leduc Recreation Centre Operations	348
4.2.6	Parks & Athletic Field Maintenance	351
4.2.7	Snow Removal	353
4.2.8	Community Development & Service Planning	355
4.2.9	Library Services	358
4.2.10	Public Transit	360
4.2.11	Family and Community Support Services	362
4.2.12	Additional Feedback	365
4.3	Other Considerations for 2016 Budget Planning	366
4.4	City of Leduc Services and Infrastructure	368
4.5	Feedback Approach	370
4.6	Respondent Demographics	373
<b>APPENDIX A – SURVEY INSTRUMENT</b>		<b>375</b>

## 1.0 SUMMARY OF FINDINGS

In 2015, Banister Research and Consulting Inc. was contracted by the City of Leduc (“the City”; “the Client”) to conduct the 2016 City of Leduc Stakeholder Budget Planning Survey. The primary purpose of this research was to assess the views of City of Leduc stakeholders concerning the budgetary planning process. In total, 179 respondents completed the survey.

The following summary outlines the key findings from the 2016 Stakeholder Budget Planning Survey.

### City Council Budget Process

- Stakeholders were asked what they considered to be the most important priorities facing the City of Leduc Council today, in terms of the budget process. Nearly one quarter of respondents (22%) indicated that maintaining or improving infrastructure is a priority, followed by 18% who mentioned maintaining or lowering taxes.
- Thinking about the portion of their municipal property tax bill that pays for City services (74% for municipal services; 26% for education and schools), respondents were then asked whether they felt they received good value for their property taxes. Nearly three quarters of the respondents (73%) rated the value received for property taxes as “good” (36%), “very good” (29%), or “excellent” (8%). Twenty-five percent (25%) rated the value as either “fair” (16%) or “poor” (9%).
  - Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars (n=131) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (22%). Twelve percent (12%) of the respondents reported that the City is well maintained and looks nice and clean.
  - Respondents who felt they received “fair” or “poor” value for their tax dollars (n=45) were most often dissatisfied with road maintenance, snow removal and sidewalk maintenance (18%). Sixteen percent (16%) of respondents reported poor budget planning or overspending, and that taxes are too high.



### **Adjustments to Variable Spending**

- Respondents were asked whether they would increase, decrease, or keep spending the same for each of ten (10) program areas. Program areas for which respondents would most frequently **increase** spending included the following:
  - Police Protection & Enforcement Services (38% would increase spending);
  - Family & Community Support Services (31%); and
  - Public Services (28%).
- Areas in which respondents would most frequently **decrease** spending included:
  - Leduc Recreation Centre Operations (23% would decrease spending);
  - Community Development and Service Planning (21%); and
  - Library Services (20%).
- For all ten (10) program areas, the majority of respondents reported that they would keep variable spending the same.

### **Other Considerations for 2016 Budget Planning**

- Keeping in mind that any additional projects or initiatives may result in an increase in the overall budget, respondents were asked if there are any other projects or initiatives that the Leduc City Council and Administration should be thinking of when planning for the 2016 budget and beyond. Ten percent (10%) of all respondents reported that the City needs better traffic flow control and management, followed by 6% who mentioned that the City should balance the budget.
- When asked if they had any other comments they wished to provide regarding 2016 budget planning, 3% of all respondents suggested ensuring that funds are budgeted efficiently, and that there are fewer raises for city council.

### **City of Leduc Services and Infrastructure**

Respondents were asked which of four (4) tax strategies they would support to balance the City budget. More than three out of ten respondents (32%) would increase taxes to fund growth needs, maintain infrastructure, and enhance services, comparable to 29%, as reported in 2014.

- Twenty-eight percent (28%) indicated support for a different tax strategy; responses were as follows:
  - Reduce administration/council salary/reduce amount of staff (8%);
  - Should budget better/spend wisely/better management (7%);
  - Maintain tax levels, keep existing services (6%);
  - Maintain tax levels, funding through growth (3%); and
  - Other (1% or less) - (7%).

### **Feedback Approach**

- Respondents were asked to rate the research approach used to gather resident feedback concerning the City of Leduc budget process, using a scale of 1 to 5, where 1 meant “not at all effective” and 5 meant “very effective.”
  - Forty-seven percent (47%) of the respondents provided ratings of 4 (35%) or 5 (12%) out of 5, an increase from 40% in 2014.
    - Four out of ten respondents (40%) provided a neutral rating (3 out of 5), while 12% of the respondents indicated that the approach was not effective, with ratings of 1 (2%) or 2 (10%) out of 5.

## 2.0 PROJECT BACKGROUND

In 2015, Banister Research and Consulting Inc. was contracted by the City of Leduc (“the City”; “the Client”) to conduct the 2016 City of Leduc Stakeholder Budget Planning Survey. The primary purpose of this research was to assess the views of City of Leduc stakeholders concerning the budgetary planning process for the 2016 budget. In total, 179 respondents completed the survey, available online from May 1<sup>st</sup> to May 31<sup>st</sup>, 2015.

This report outlines the results for the 2016 Stakeholder Budget Planning Survey. Where appropriate, comparisons to previous years’ survey data has been included to determine any shifts in the perceptions and opinions of Leduc residents.

## 3.0 METHODOLOGY

All components of the project were designed and executed in close consultation with the City of Leduc. A detailed description of each task of the project is outlined in the remainder of this section.

### 3.1 Project Initiation and Questionnaire Design

At the outset of the project, all background information relevant to the study was identified and subsequently reviewed by Banister Research. The consulting team familiarized itself with the objectives of the Client, ensuring a full understanding of the issues and concerns to be addressed in the project. The result of this task was an agreement on the research methodology, a detailed work plan and project initiation.

The 2015 survey instrument was based on the 2015 Budget Planning Survey, conducted in Spring 2014. This maintained consistency between years and allowed data to be compared, where appropriate. The survey includes a mixture of quantitative and qualitative questions to elicit a more in-depth investigation of the issues and concerns regarding the assignment. Once the Client vetted the draft survey instrument, revisions were made and the questionnaire was finalized. A copy of the final questionnaire is provided in Appendix A.

### 3.2 Survey Population and Data Collection

Interested stakeholders who were *not* a part of the general population telephone sample were provided with the opportunity to complete the Stakeholder version of the survey, available via the City of Leduc website. As the survey was available on the website for all City of Leduc residents, the City provided directions as to how to access the survey by advertising in its public facilities. This web-based survey had a URL unique from the general population survey; respondents were also provided with the opportunity to complete the survey on hard copy form, if desired.

Surveys were completed with City of Leduc stakeholders from May 1<sup>st</sup> to May 31<sup>st</sup>, 2015, during which time a total of 179 surveys were completed, providing a margin of error no greater than  $\pm 7.3\%$  at the 95% confidence level, or 19 times out of 20.

### 3.3 Data Analysis and Project Documentation

While data was being collected, Banister Research provided either a written or verbal progress report to the Client. After the questionnaires were completed and verified, all survey data was compiled and into a computerized database for analysis. A topline PowerPoint presentation of the findings for all closed-ended results was provided to the Client.

After the surveys were completed and verified, the lead consultant reviewed the list of responses to each open-ended or verbatim question; a code list was established, based on the previous 2014 code list. To ensure consistency of interpretation, the same team of coders was assigned to this project from start to finish. The coding supervisor verified at least 20% of each coder's work. Once the questionnaires were fully coded, computer programs were written to check the data for quality and consistency. All survey data was compiled into a computerized database for analysis. Utilizing SPSS analysis software, the survey data was reviewed to guarantee quality and consistency (e.g., proper range values and skip patterns).

The detailed data tables have been provided under a separate cover. It is important to note that any discrepancies between charts, graphs or tables are due to rounding of the numbers.

## 4.0 STUDY FINDINGS

Results of the survey are presented as they relate to the specific topic areas addressed. It is important to note that the data tables, under a separate cover, provide a detailed analysis of all survey findings.

### 4.1 City Council Budget Process

To begin, stakeholders were asked what they considered to be the most important priorities facing the City of Leduc Council today, in terms of the budget process. Nearly one quarter of respondents (22%) indicated that maintaining or improving infrastructure is a priority, followed by 18% who mentioned maintaining or lowering taxes. See Table 1, on the next page.

Table 1

What are the most important priorities facing the City of Leduc Council today?				
	Percent of Respondents*			
	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
Improving/maintaining infrastructure (in general)	22	18	12	12
Maintaining taxes/keeping taxes the same/lowering taxes	18	29	23	15
Traffic/traffic control/flow/access/crossings	15	5	12	11
Controlling overcrowding/rapid growth/future growth	15	25	5	11
Road/sidewalk maintenance/snow removal/more sidewalks	12	10	27	15
Schools/education concerns	11	5	4	8
Annexation by Edmonton	9	3	4	-
Budget concerns/having a surplus/better budgeting	8	19	16	13
Increasing drug problems/crime/police/safety/bylaw enforcement	6	8	11	10
Maintaining/improving City services/more funds for services	6	7	12	5
Health care concerns/more facilities/services/staff	5	2	6	-
Improve emergency services (e.g., fire/ambulance)	5	10	9	11
Affordable/available recreation services/fitness programs/sports programs	4	2	1	17
Invest in the community/community development	3	-	-	2
Public transit services/LATS needed/should be improved	3	3	2	4
Encouragement of more businesses/amenities/local businesses/increase tax base	3	4	4	6
Better municipal planning/keeping up with growth	3	9	7	2
Maintenance/improvement of City facilities/recreation facilities/library/outdoor facilities	3	5	7	3
Other (2% of respondents or less in 2015)	18	-	-	-
Don't Know/Not Stated	16	12	11	16

\*Multiple responses

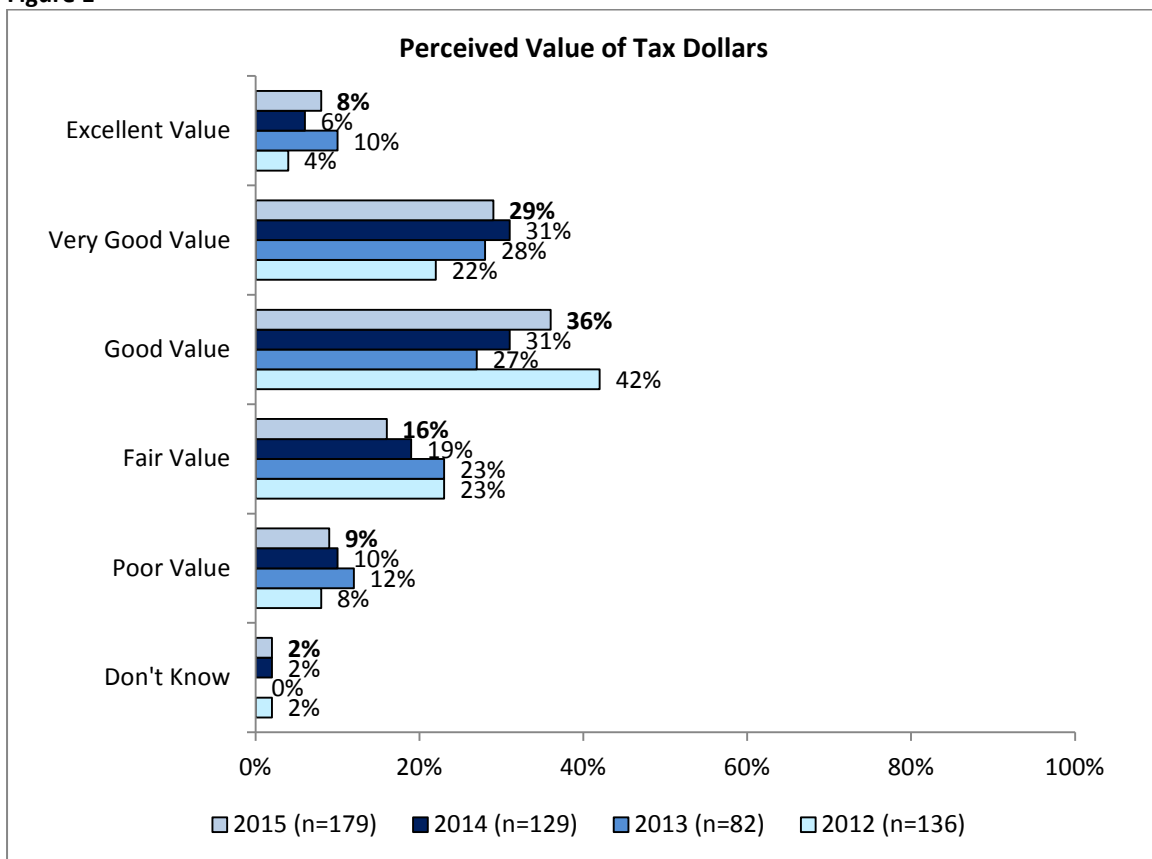
Next, respondents were provided with the following information:

*"In 2015, approximately 26% of your property tax bill is collected on behalf of the province to pay for education and schools. The remaining 74% of your property tax bill goes to the City of Leduc to fund municipal services."*

Thinking about the portion of their municipal property tax bill that pays for City services, respondents were then asked whether they felt they received good value for their property taxes. As shown in Figure 1, below, nearly three quarters of the respondents (73%) rated the value received for property taxes as “good” (36%), “very good” (29%), or “excellent” (8%). Twenty-five percent (25%) rated the value as either “fair” (16%) or “poor” (9%).

**Please Note:** In 2014 (2015 budget planning), 27% of the tax bill was allocated to education and schools, while 73% was allocated to municipal services. In 2013 (2014 budget planning), 28% of the tax bill was allocated to education and schools, while 72% was allocated to municipal services.

Figure 1



Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars (n=131) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (22%). Twelve percent (12%) of the respondents reported that the City is well maintained and looks nice and clean. See Table 2, below.

**Table 2**

What is the main reason you feel that way?				
Base: Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars	Percent of Respondents*			
	2015 (n=131)	2014 (n=88)	2013 (n=53)	2012 (n=92)
Good snow removal/road maintenance/sidewalk maintenance	22	14	25	14
City is well-maintained/looks nice/clean	12	7	8	5
Enjoy the parks/multi-way trails/green space/open space/good maintenance	9	7	13	5
Good recycling program/garbage collection/composting program	9	3	6	4
Lots of recreational services/good recreational facilities	8	3	4	9
Taxes are too high for services received/unreasonable taxes	6	10	6	5
Good level of services (in general)	5	9	8	10
Always room for improvement	5	-	2	-
Safe place to live/good policing	5	-	2	3
Need better road maintenance/snow removal/sidewalk maintenance/more paving	5	5	2	5
Good library services/library is affordable	4	1	-	2
Schools are over-crowded/need more schools/better education system	4	-	-	-
Good planning for growth/municipal planning/forward thinking	4	2	2	2
Other (3% of respondents or less in 2015)	25	-	-	-
Don't Know/Not Stated	31	39	34	35

\*Multiple responses



Respondents who felt they received “fair” or “poor” value for their tax dollars (n=45) were most often dissatisfied with road maintenance, snow removal and sidewalk maintenance (18%). Sixteen percent (16%) of respondents reported poor budget planning or overspending, and that taxes are too high. See Table 3, below.

**Table 3**

What is the main reason you feel that way?				
Base: Respondents who felt they received “fair” or “poor” value for their tax dollars	Percent of Respondents*			
	2015 (n=45)	2014 (n=38)	2013 (n=29)**	2012 (n=42)
Need better road maintenance/snow removal/sidewalk maintenance	18	18	28	17
Poor budget planning/overspending	16	21	7	14
Taxes are too high/always increasing/poor value received	16	13	17	10
Pay same taxes/receive less service (e.g., certain areas; types of housing)	9	13	-	-
Schools are over-crowded/need more schools/too many school fees/poor funding	7	3	-	5
Poor productivity from City workers/too many employees/high costs	7	8	3	-
Poor traffic flow/traffic control/need better traffic control planning	7	-	3	17
Too many unnecessary projects/services	7	-	17	5
Lack of policing/bylaw enforcement/poor service	7	5	3	2
Poor/lack of infrastructure/maintenance/development of infrastructure	7	3	3	-
Other (single mentions in 2015)	11	24	-	-
Don't Know/Not Stated	18	18	21	19

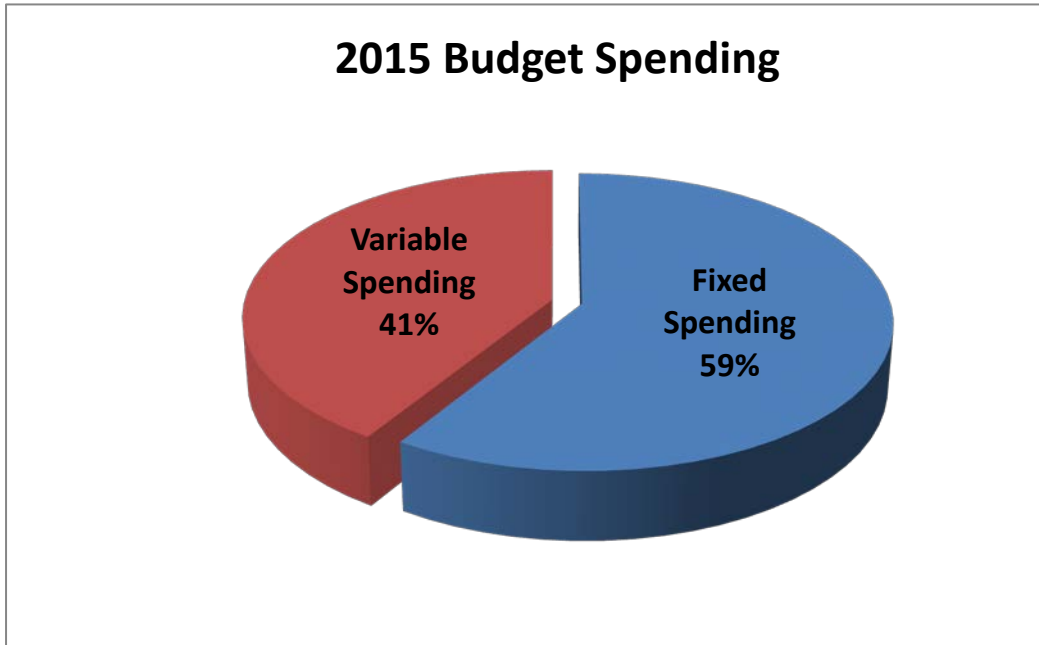
\*Multiple responses

\*\*Use caution interpreting results when n<30

## 4.2 Adjustments to Variable Spending

In the next section of the survey, respondents were provided with the following information, in terms of variable and fixed spending for the City of Leduc Budget:

*“The City of Leduc budget includes two (2) spending categories:*

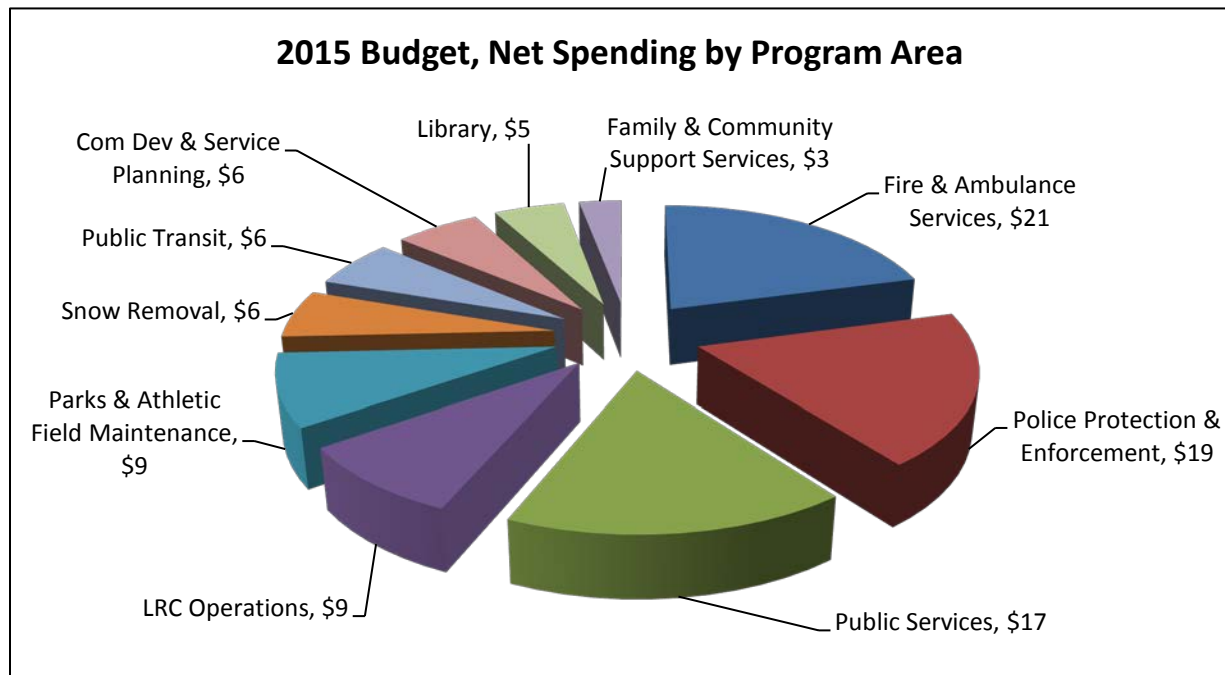


**Fixed Spending (59%)** include items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:

- Mayor and City Council
- City Manager’s Office, Legal Services & Intergovernmental Affairs
- Corporate Services
- Engineering Services
- Planning Services
- Facility Services
- Debt Repayment
- Capital Transfer

**Variable Spending (41%)** include categories where spending can be increased or decreased depending on the level of service provided.

If the overall **Variable Spending** budget for the City of Leduc was \$100, this is how the \$100 was spent in the City of Leduc in 2015. Please see the graph below.”



#### 4.2.1 Summary of All Services

Respondents were then asked whether they would increase, decrease, or keep spending the same for each of the ten (10) program areas, identified above. Program areas for which respondents would most frequently **increase** spending included the following:

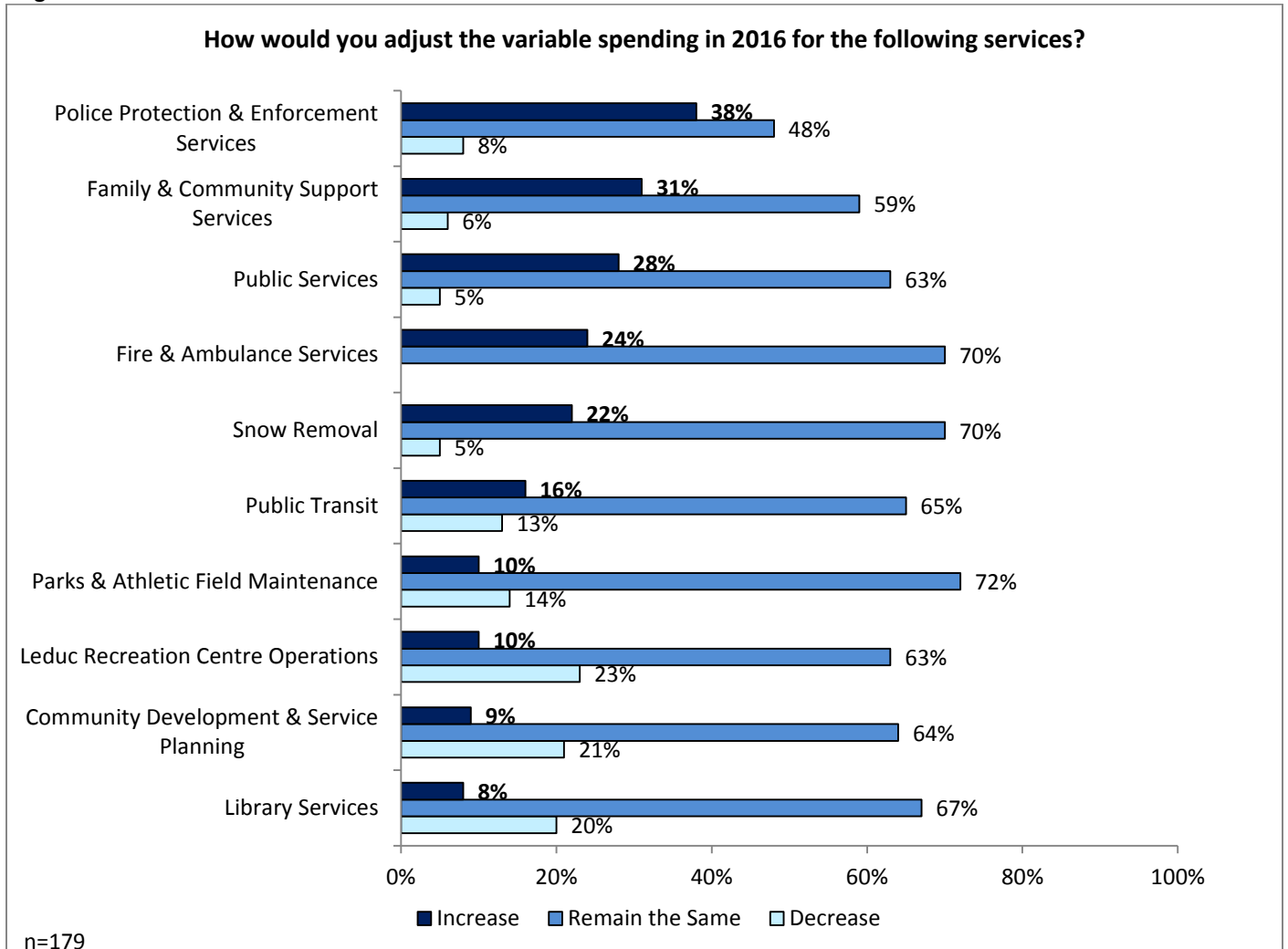
- Police Protection & Enforcement Services (38% would increase spending);
- Family & Community Support Services (31%); and
- Public Services (28%).

Areas in which respondents would most frequently **decrease** spending included:

- Leduc Recreation Centre Operations (23% would decrease spending);
- Community Development and Service Planning (21%); and
- Library Services (20%).

For all ten (10) program areas, the majority of respondents reported that they would keep variable spending the same. See Figure 2, on the following page.

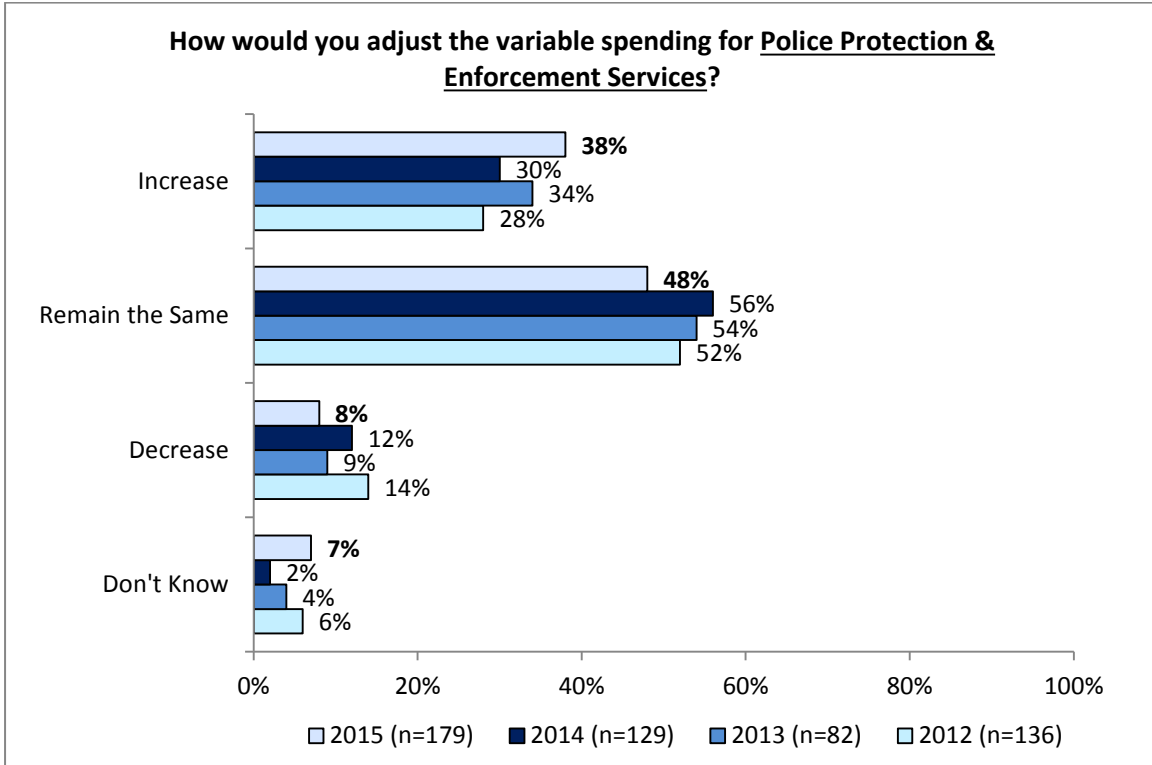
Figure 2



### 4.2.2 Police Protection & Enforcement Services

As shown in Figure 3, below, 38% of the respondents would increase spending on *Police Protection and Enforcement Services* (an increase from 30% in 2014). Nearly half of the respondents (48%) would keep funding the same (a decrease from 56% in 2014), while 8% would decrease spending (a decrease from 12% in 2014).

Figure 3



Respondents who would **increase** spending on *Police Protection and Enforcement Services* (n=68) most often explained that Leduc needs more funding due to population growth (28%), followed by 12% who reported that community safety is important. See Table 4, below.

Table 4

Why would you <u>increase</u> spending on <u>Police Protection &amp; Enforcement Services</u> ?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=68)	2014 (n=39)	2013 (n=28)**	2012 (n=38)
More funding needed due to population growth	28	26	11	8
Community safety is important/need to keep the community safe	12	5	14	3
Need more police presence/more officers needed	10	36	14	16
Crime is increasing/need to keep crime down	7	18	4	3
Drug problems are increasing	3	5	-	-
Other (single mentions in 2015)	6	13	-	-
Don't Know/Not Stated	44	36	46	61

\*Multiple responses

Respondents who would **decrease** spending on *Police Protection and Enforcement Services* (n=14) most often felt that more of a police presence is needed (n=5). See Table 5, below.

Table 5

Why would you <u>decrease</u> spending on <u>Police Protection &amp; Enforcement Services</u> ?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=14)**	2014 (n=15)**	2013 (n=7)**	2012 (n=13)**
Need more police presence/more officers needed/more enforcement	5	1	-	-
Already have enough police presence/should be less presence	4	3	2	1
Crime is increasing/need to keep crime down	1	-	-	-
Don't Know/Not Stated	5	6	3	9

\*Multiple responses

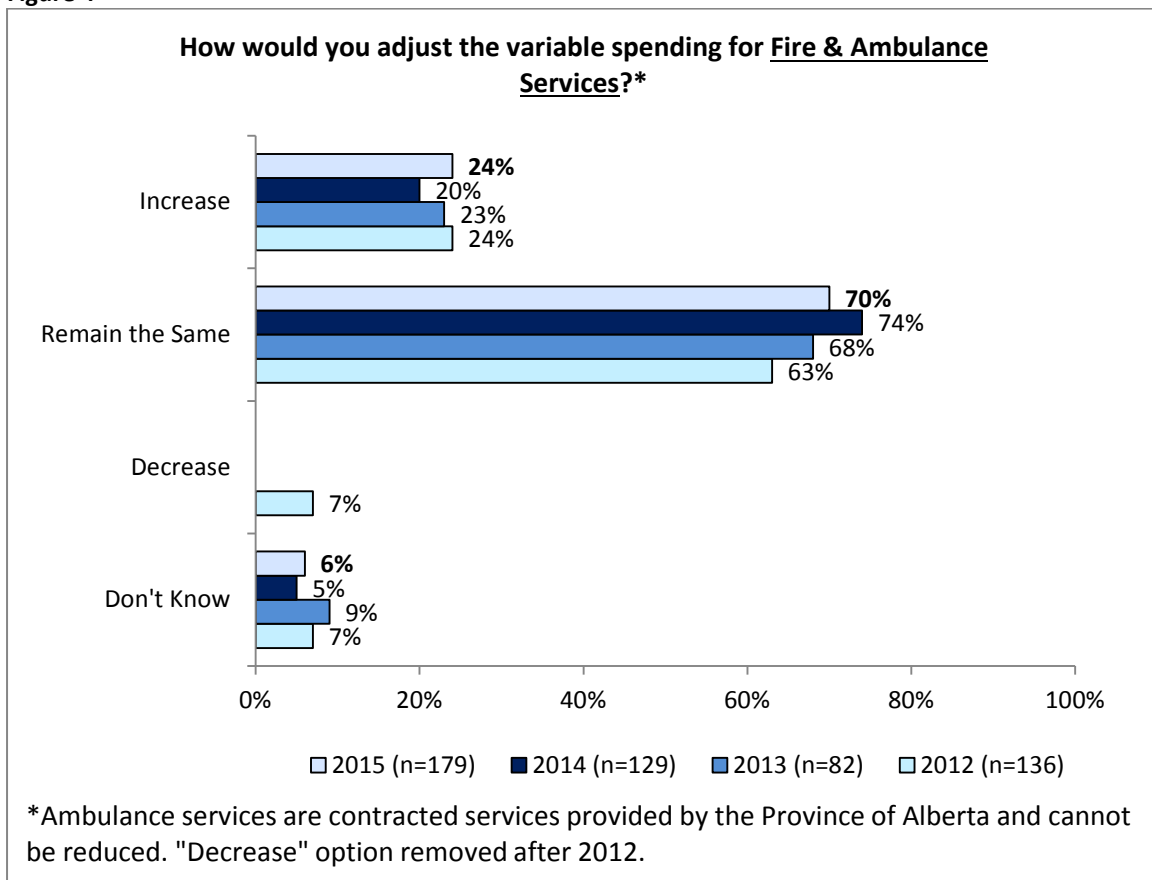
\*\*Use caution interpreting results when n<30

### 4.2.3 Fire & Ambulance Services

Nearly one-quarter of the respondents (24%) would increase spending on *Fire and Ambulance Services*, comparable to 20% in 2014. The majority of respondents (70%) would keep funding the same, a decrease from 74% in 2014. See Figure 4, below.

**Please Note:** Ambulance services are contracted services provided by the Province of Alberta and cannot be reduced. As the “decrease” option was removed for this program area in 2013, the 2012 survey results are not comparable to those of the 2013, 2014 and 2015 survey years.

Figure 4



Respondents who would **increase** spending on *Fire and Ambulance Services* (n=43) most often explained that additional funding is needed due to population growth (n=12). Eight (n=8) respondents felt that fire services are an essential service to the community. See Table 6, below.

**Table 6**

<b>Why would you increase spending on Fire &amp; Ambulance Services?</b>				
<b>Base: Respondents who would increase spending in this category for the 2016 budget</b>	<b>Number of Respondents*</b>			
	<b>2014 (n=43)</b>	<b>2014 (n=26)**</b>	<b>2013 (n=19)**</b>	<b>2012 (n=33)</b>
Additional funding is needed due to population growth/keep up with demand	<b>12</b>	7	2	3
Essential service to the community	<b>8</b>	2	1	-
Response time needs to improve	<b>3</b>	-	-	3
Lack of fire services/need another fire hall	<b>2</b>	4	1	11
Ambulance service is lacking	<b>2</b>	-	-	-
Equipment could be upgraded	<b>1</b>	7	-	-
Don't Know/Not Stated	<b>18</b>	14	13	18

\*Multiple responses

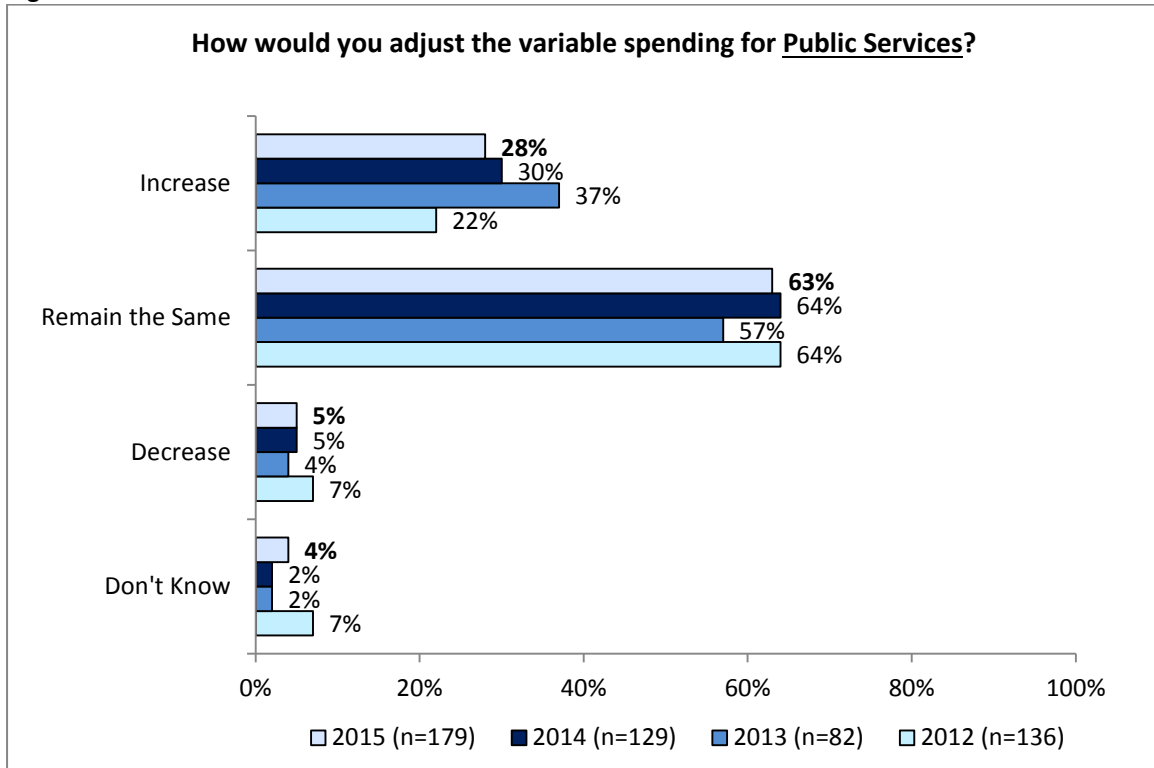
\*\*Use caution interpreting results when n<30



#### 4.2.4 Public Services

More than a quarter of respondents (28%, comparable to 30% in 2014) would increase spending on *Public Services*, while 63% would keep spending the same (comparable to 64% in 2014). Five percent (5%) would decrease spending, the same as in 2014. See Figure 5, below.

Figure 5



#### **Selected Sub-Segment Findings**

Those who felt they received “fair” or “poor” value for their tax dollars (11%) were significantly more likely to have chosen to **decrease** spending on *Public Services* versus those who felt they received “good,” “very good,” or “excellent” value (3%).

Respondents who would **increase** spending on *Public Services* (n=50) most often felt that road maintenance needs improvement (12%), followed by 8% who reported that an increase is needed to keep up with City development and population growth, and more money should be spent to prevent overspending in the future. See Table 7, below.

**Table 7**

<b>Why would you increase spending on Public Services?</b>				
<b>Base: Respondents who would increase spending in this category for the 2016 budget</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=50)</b>	<b>2014 (n=38)</b>	<b>2013 (n=30)</b>	<b>2012 (n=30)</b>
Road maintenance needs to improve	<b>12</b>	18	17	13
Increase to keep up with development/growth	<b>8</b>	16	10	10
Need more money spent on this area/spend to prevent over spending in the future	<b>8</b>	5	10	7
Traffic signals need to be synchronized/improve traffic controls/flow	<b>2</b>	3	-	-
Sidewalk maintenance	<b>2</b>	-	-	7
More money should be spent on snow removal/need better snow removal	<b>2</b>	-	-	7
Poor worker productivity/too many staff/need to be more efficient	<b>2</b>	-	-	-
City/staff does a good job/keep up the good work	<b>2</b>	-	3	-
Don't Know/Not Stated	<b>64</b>	53	60	53

\*Multiple responses

Two (n=2) out of nine (n=9) respondents who would **decrease** spending on *Public Services* explained that there is poor worker productivity and that staff need to be more efficient. See Table 8, below.

**Table 8**

<b>Why would you <u>decrease</u> spending on <u>Public Services</u>?</b>				
<b>Base: Respondents who would decrease spending in this category for the 2016 budget</b>	<b>Number of Respondents*</b>			
	<b>2015 (n=9)**</b>	<b>2014 (n=7)**</b>	<b>2013 (n=3)**</b>	<b>2012 (n=9)**</b>
Poor worker productivity/too many staff/need to be more efficient	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>
Money could be used in other areas of the budget	<b>1</b>	<b>3</b>	<b>-</b>	<b>-</b>
More money should be spent on snow removal/need better snow removal	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>
Need more money spent on this area/spend to prevent overspending in the future	<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>
Dislike that the same work is redone annually/should plan better so it is not necessary	<b>1</b>	<b>-</b>	<b>-</b>	<b>2</b>
Don't Know/Not Stated	<b>3</b>	<b>3</b>	<b>1</b>	<b>4</b>

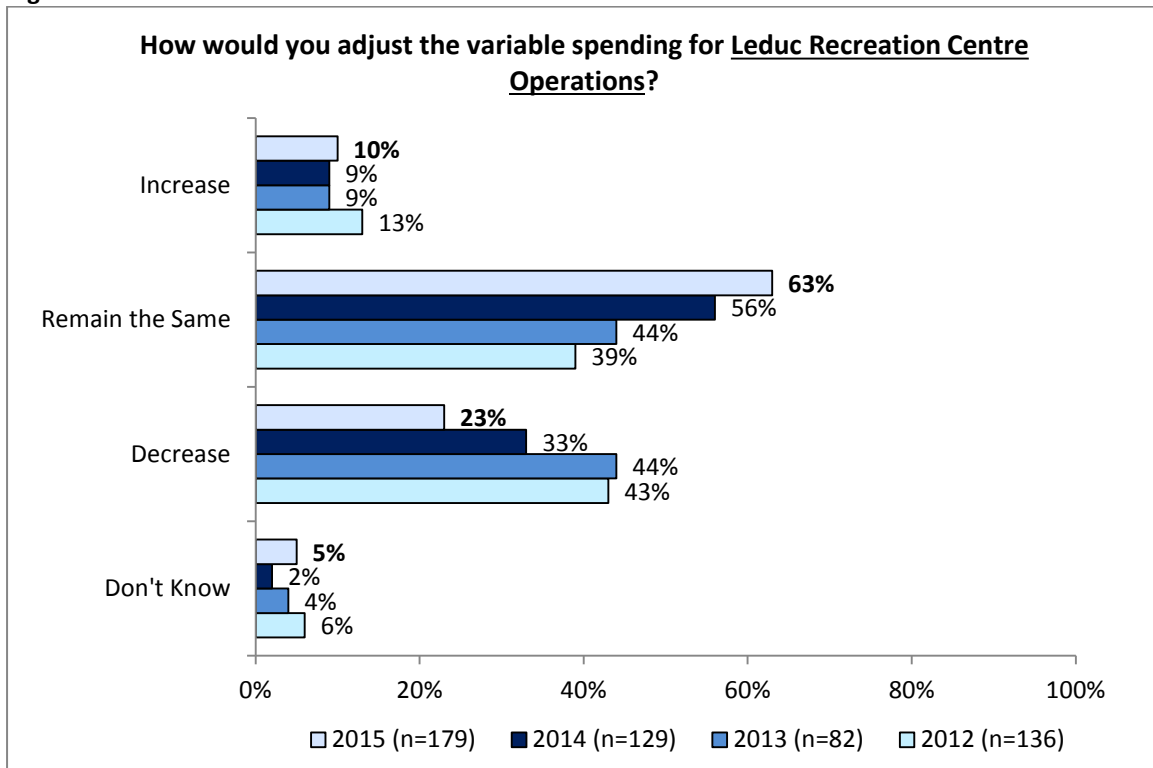
\*Multiple responses

\*\*Use caution interpreting results when n<30

### 4.2.5 Leduc Recreation Centre Operations

Ten percent (10%) of the respondents would increase spending on *Leduc Recreation Centre Operations*, comparative to 9% in 2013. Sixty-three percent (63%) would keep funding the same (an increase from 56% in 2014), while 23% would decrease funding (a decrease from 33% in 2014). See Figure 6, below.

Figure 6



#### Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (44%) were significantly more likely to have chosen to **decrease** spending on *Leduc Recreation Centre Operations* versus those who felt they received “good,” “very good,” or “excellent” value (16%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (72%) were significantly more likely to have chosen to have spending **remain the same** on *Leduc Recreation Centre Operations* versus those who felt they received “fair” or “poor” value (42%).

Respondents who would **increase** spending on *Leduc Recreation Centre Operations* (n=17) most often explained that this area needs increased funding in order to lower user fees (n=3), and that the centre makes Leduc a better community for residents (n=2). See Table 9, below.

**Table 9**

<b>Why would you increase spending on Leduc Recreation Centre Operations?</b>				
<b>Base: Respondents who would increase spending in this category for the 2016 budget</b>	<b>Number of Respondents*</b>			
	<b>2015 (n=17)**</b>	<b>2014 (n=12)**</b>	<b>2013 (n=7)**</b>	<b>2012 (n=17)**</b>
Increase funding to lower fees/fees are too expensive	3	4	2	7
Makes Leduc a better community for residents/very important to the community	2	-	1	-
Keeps youths/young adults away from crime	1	-	-	-
Other areas of Leduc need funding more (ex. Fire/police)/ recreation is not an essential service	1	-	-	-
Facility should offer more programs	1	1	-	1
Leduc Recreation Centre is a good facility	1	1	1	-
Pool needs to be updated/expanded	1	-	-	1
Don't Know/Not Stated	8	6	4	7

\*Multiple responses

\*\*Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Leduc Recreation Centre Operations* (n=41) most often felt that user fees should be increased to offset operating costs (29%), the same response given in 2014. See Table 10, below.

**Table 10**

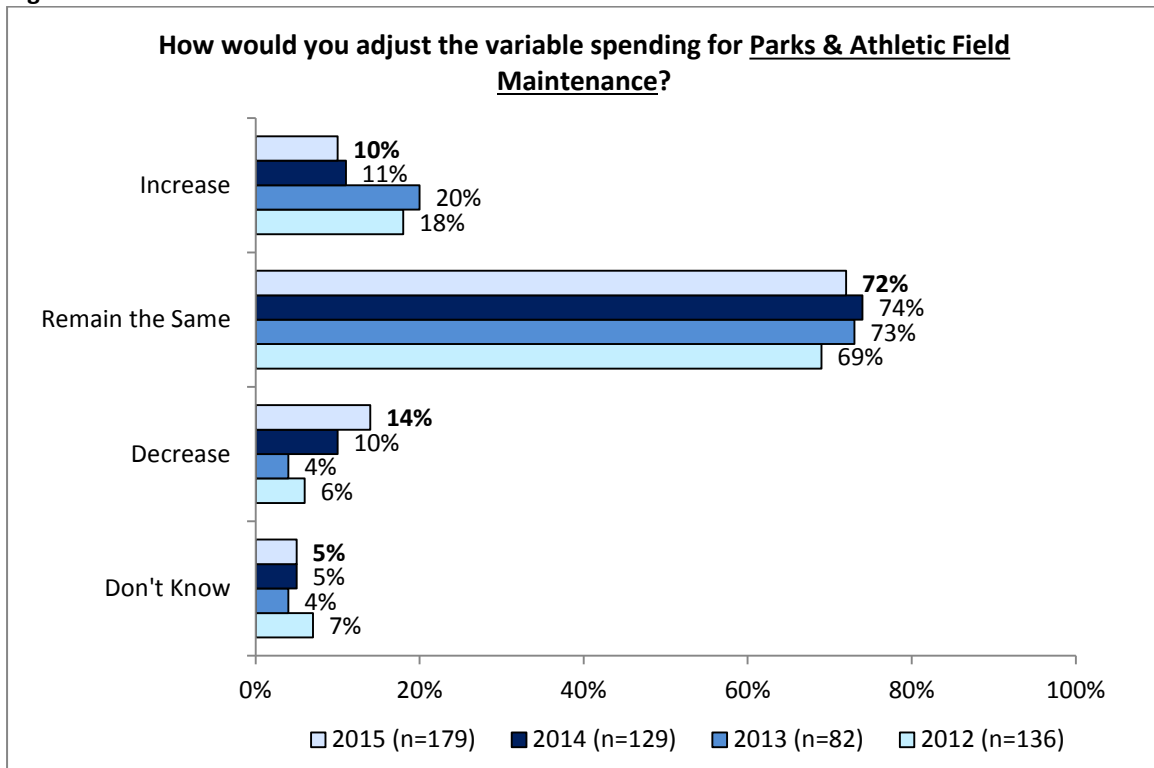
<b>Why would you <u>decrease</u> spending on <u>Leduc Recreation Centre Operations</u>?</b>				
<b>Base: Respondents who would decrease spending in this category for the 2016 budget</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=41)</b>	<b>2014 (n=42)</b>	<b>2013 (n=36)</b>	<b>2012 (n=58)</b>
Fees should be increased to offset operating costs/users should pay for facility	<b>29</b>	29	17	9
Facility should be more self-sustaining	<b>12</b>	12	8	7
Too much of the budget is going to the Recreation Centre	<b>5</b>	26	11	12
Makes Leduc a better community for residents/very important to the community	<b>5</b>	-	-	-
Cost is too high for the amount of people that use the facility/not enough use it	<b>5</b>	-	-	-
Other areas need the funding more (e.g., fire/police)	<b>5</b>	7	8	7
Facility is too expensive to operate/too much debt to the City	<b>5</b>	-	-	-
Facility needs to be better managed/managed more efficiently	<b>5</b>	-	-	-
Other (single mentions in 2015)	<b>7</b>	-	-	-
Don't Know/Not Stated	<b>24</b>	24	42	48

**\*Multiple responses**

### 4.2.6 Parks & Athletic Field Maintenance

Ten percent (10%) of the respondents would increase spending on *Parks and Athletic Field Maintenance* (comparable to 11% in 2014), while 72% would keep spending the same (comparable to 74% in 2014). Fourteen percent (14%) would decrease spending, an increase from 10% in 2014. See Figure 7, below.

Figure 7



#### Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (24%) were significantly more likely to have chosen to **decrease** spending on Leduc Parks and Athletic Field Maintenance versus those who felt they received “good,” “very good,” or “excellent” value (10%).

Respondents who would **increase** spending on *Parks and Athletic Field Maintenance* (n=17) most often explained that maintenance needs to increase if there are more parks (n=4). See Table 11, below.

**Table 11**

<b>Why would you <u>increase</u> spending on Parks &amp; Athletic Field Maintenance?</b>				
<b>Base: Respondents who would increase spending in this category for the 2016 budget</b>	<b>Number of Respondents*</b>			
	<b>2015 (n=17)**</b>	<b>2014 (n=14)**</b>	<b>2013 (n=16)**</b>	<b>2012 (n=24)**</b>
Maintenance needs to increase/would need to increase if parks increase	4	1	2	4
Need more attractions for the community/more parks/trails	2	1	-	1
Would make Leduc a popular place to live/would help Leduc	1	3	-	2
Need better pest control (e.g., mosquitoes)/add bat houses to reduce bugs	1	1	1	1
Need more weed control	1	1	-	2
Don't Know/Not Stated	8	7	11	12

\*Multiple responses

\*\*Use caution interpreting results when n<30

When asked why they would **decrease** spending on *Parks and Athletic Field Maintenance* (n=25), three (n=3) each mentioned that funding should go to other departments and/or since the demand has decreased there was a need for less facilities. It is important to note that twelve (n=12) out of the twenty-five (n=25) respondents were unsure, or did not provide a response. See Table 12, below.

**Table 12**

<b>Why would you <u>decrease</u> spending on Parks &amp; Athletic Field Maintenance?</b>				
<b>Base: Respondents who would decrease spending in this category for the 2016 budget</b>	<b>Number of Respondents*</b>			
	<b>2015 (n=25)**</b>	<b>2014 (n=13)**</b>	<b>2013 (n=3)**</b>	<b>2012 (n=8)**</b>
Funding should go to other departments	3	-	-	-
Demand has decreased/need less facilities	3	-	-	-
Should be paid for through user fees, not taxes	2	-	-	1
Existing parks are not monitored enough/not enough monitoring at the skate park	1	-	-	-
Poor worker productivity/poor quality of work	1	1	-	-
Funding should be reduced (in general)	1	1	-	-
Have too many staff/over-staffed	1	-	-	1
Does not use facility	1	1	-	-
Don't Know/Not Stated	12	8	1	4

\*Multiple responses

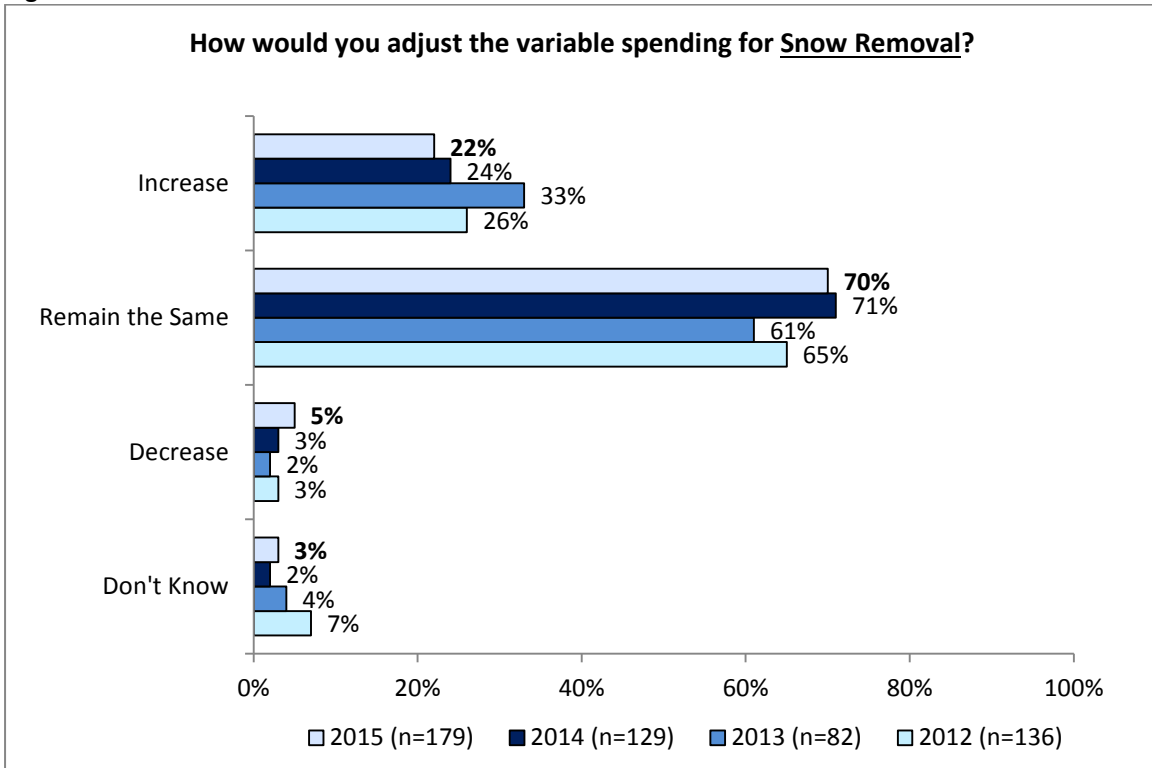
\*\*Use caution interpreting results when n<30



### 4.2.7 Snow Removal

Just under one-quarter of the respondents (22%) would increase spending on *Snow Removal* (a decrease from 24% in 2014), while 70% would keep spending the same (comparable to 71% in 2014). Five percent (3%) would decrease spending, comparable to 2% in 2015. See Figure 8, below.

Figure 8



Respondents who would **increase** spending on *Snow Removal* (n=39) most often explained that snow removal needs to be done sooner or more frequently (15%), and that residential and side streets need to be done more often (15%). See Table 13, below.

**Table 13**

<b>Why would you <u>increase</u> spending on <u>Snow Removal</u>?</b>				
<b>Base: Respondents who would increase spending in this category for the 2016 budget</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=39)</b>	<b>2014 (n=31)</b>	<b>2013 (n=27)**</b>	<b>2012 (n=35)</b>
Snow removal needs to be done sooner/more frequently	15	10	7	3
Residential areas/side streets need to be done more/often not done	15	-	7	6
Snow removal service needs improvement (in general)	5	7	4	17
Poor road conditions/access/vehicles get stuck/reduced lanes	3	10	19	-
Should be combined with Public Services	3	-	-	-
Important to have safe roads/too many accidents/concerned about safety	3	3	4	3
Need to increase services to match growth	3	-	-	3
Icy conditions/need more sanding	3	-	4	-
Don't Know/Not Stated	51	61	63	66

\*Multiple responses

Respondents who would decrease spending on Snow Removal (n=9) explained that there was too much sanding in some areas (n=3). See Table 14, below.

**Table 14**

<b>Why would you <u>decrease</u> spending on <u>Snow Removal</u>?</b>				
<b>Base: Respondents who would decrease spending in this category for the 2016 budget</b>	<b>Number of Respondents*</b>			
	<b>2015 (n=9)**</b>	<b>2014 (n=4)**</b>	<b>2013 (n=2)**</b>	<b>2012 (n=4)**</b>
Too much sanding in some areas/wasteful Practices	3	-	-	-
Satisfied with snow removal	2	-	-	-
Better planning for snow removal is needed/better budgeting	1	2	-	-
Sidewalks need to be cleared	1	-	-	-
Don't Know/Not Stated	2	2	1	2

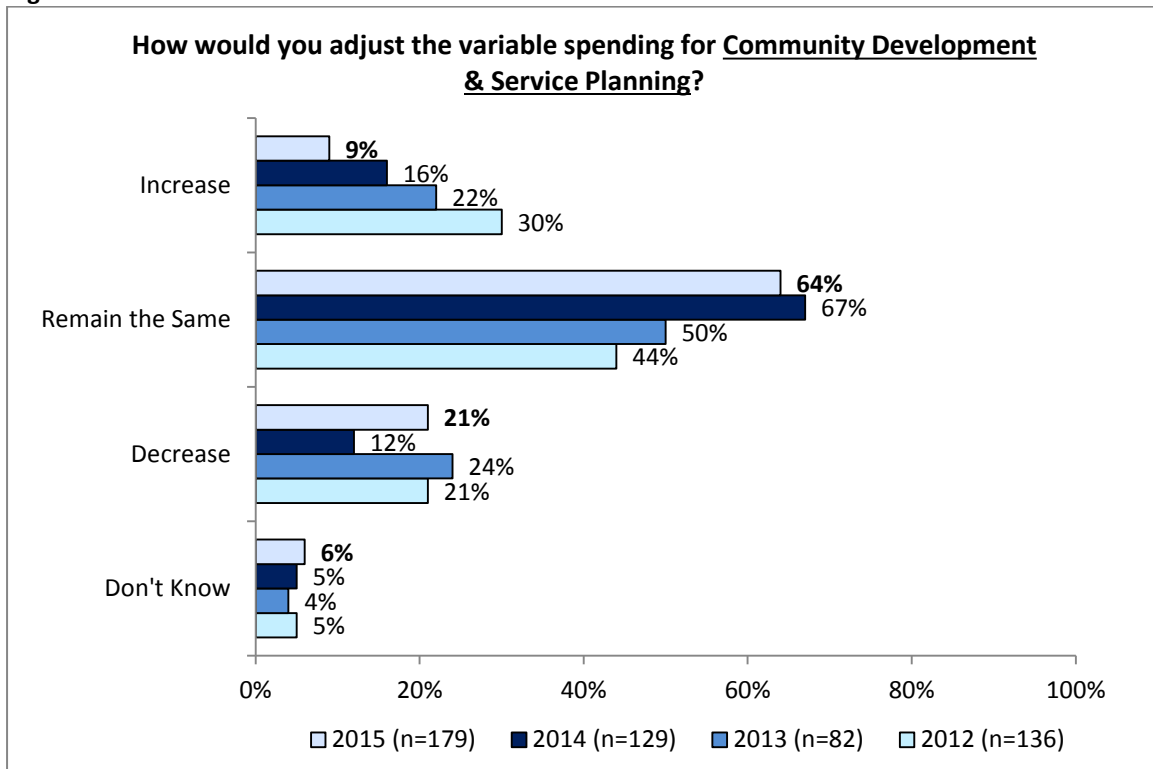
\*Multiple responses

\*\*Use caution interpreting results when n<30

### 4.2.8 Community Development & Service Planning

Nine percent (9%) of the respondents would increase spending on *Community Development and Service Planning* (a decrease from 16% in 2014), while 64% would keep spending the same (a decrease from 67% in 2013). Twenty-one percent (21%) would decrease spending, a significant increase from 12% in 2014. See Figure 9, below.

Figure 9



#### **Selected Sub-Segment Findings**

Those aged 18 to 34 (26%) were significantly more likely to have chosen to **increase** spending on *Community Development and Service Planning* versus those aged 35 to 54 (5%).

Respondent subgroups significantly more likely to have chosen to **decrease** spending on *Community Development and Service Planning* included:

- Those who felt they received “fair” or “poor” value for their tax dollars (36%) versus those who felt they received “good,” “very good,” or “excellent” value (17%); and
- Those aged 35 to 54 (24%) versus those aged 18 to 34 (8%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (70%) were significantly more likely to have chosen to have spending **remain the same** on *Community Development and Service Planning* versus those who felt they received “fair” or “poor” value (53%).

Respondents who would **increase** spending on *Community Development and Service Planning* (n=16) most often explained that the City should put more money into these services, in general (n=2), increase the number of parks (n=2), and that community development and services are the future of Leduc (n=2). See Table 15, below.

Table 15

<b>Why would you increase spending on Community Development &amp; Service Planning?</b>				
<b>Base: Respondents who would increase spending in this category for the 2016 budget</b>	<b>Number of Respondents*</b>			
	<b>2015 (n=16)**</b>	<b>2014 (n=21)**</b>	<b>2013 (n=18)**</b>	<b>2012 (n=41)</b>
Should put more money into these services	2	3	2	-
Increase the number of parks (e.g., spray parks; playgrounds; off-leash areas; trails)	2	1	6	20
They are the future of Leduc/is an investment in the future/good cause	2	1	1	1
Need to plan for growth/costs associated with growth are inevitable	1	3	-	2
Need to keep youth occupied/increase in child and youth programs	1	-	-	-
Don't Know/Not Stated	8	13	7	14

\*Multiple responses

\*\*Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Community Development and Service Planning* (n=38) most often felt that community development is a waste of taxpayer money and/or is unnecessary (n=7). See Table 16, below.

Table 16

Why would you <b>decrease</b> spending on <b>Community Development &amp; Service Planning</b> ?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=38)*	2014 (n=16)**	2013 (n=20)**	2012 (n=28)**
Waste of tax money/not necessary	7	3	4	5
Increase parks (e.g. spray park, playgrounds, off-leash/trails)	1	-	-	-
Developers should build the playgrounds/developers should pay for more	1	-	-	-
Need to use budget efficiently/prioritize needs	1	2	5	-
Should eliminate Communities in Bloom	1	1	1	6
Could get the money from other areas of the budget	1	-	-	-
Poor value received (in general)	1	-	1	-
Department is over staffed	1	-	-	-
Don't Know/Not Stated	24	7	9	12

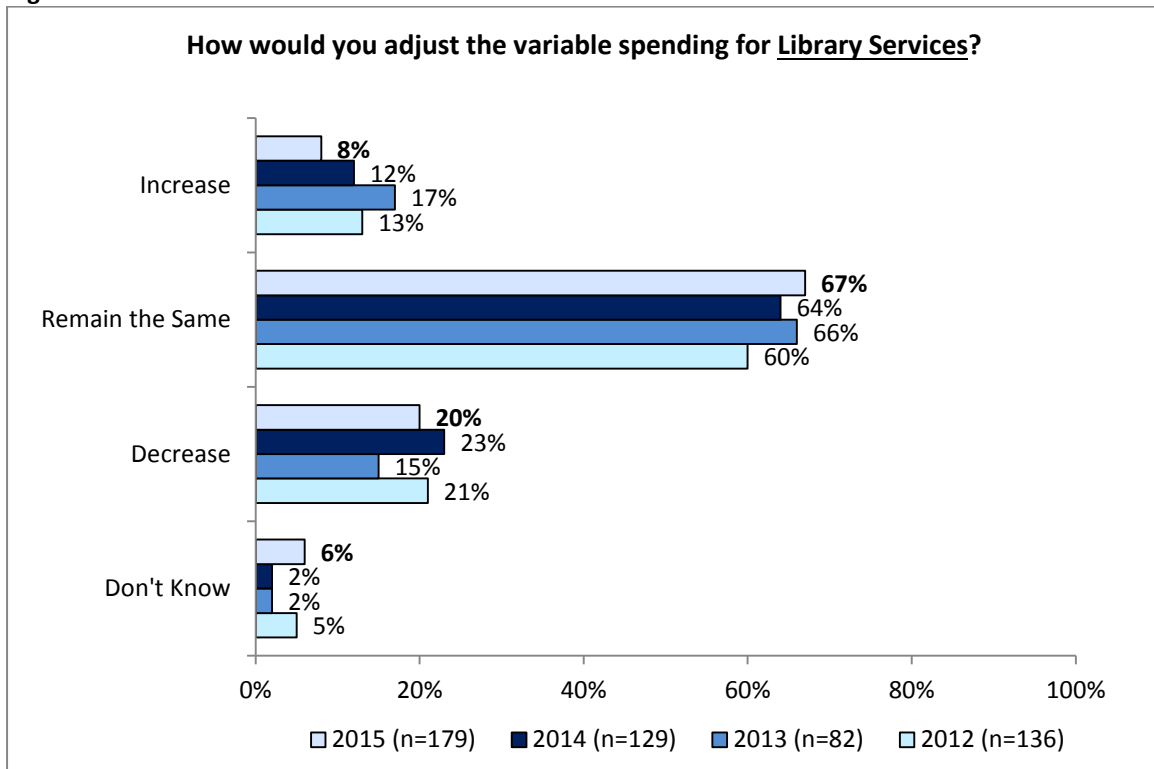
\*Multiple responses

\*\*Use caution interpreting results when n<30

### 4.2.9 Library Services

Eight percent (8%) of the respondents would increase spending on *Library Services*, a decrease from 12% in 2014. Just over two-thirds of the respondents (67%) would keep spending the same (comparable to 64% in 2014). Twenty percent (20%) would decrease spending, comparable to 23% in 2014. See Figure 10, below.

Figure 10



#### **Selected Sub-Segment Findings**

Those who felt they received “fair” or “poor” value for their tax dollars (36%) were significantly more likely to have chosen to **decrease** spending on *Library Services* versus those who felt they received “good,” “very good,” or “excellent” value (15%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (73%) were significantly more likely to have chosen to have spending **remain the same** on *Library Services* versus those who felt they received “fair” or “poor” value (53%).

Respondents who would **increase** spending on *Library Services* (n=14) most often explained that the Library is a good investment (n=2). See Table 17, below.

Table 17

Why would you <u>increase</u> spending on <u>Library Services</u> ?				
Base: Respondents who would increase spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=14)**	2014 (n=15)**	2013 (n=14)**	2012 (n=18)* *
Library is a good investment/receive good value	2	-	2	-
Library services are important to the community	1	4	-	1
City is growing/there will be an increase in demand in the future	1	1	-	-
Don't Know/Not Stated	10	10	9	12

\*Multiple responses

\*\*Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Library Services* (n=36) most often felt that the library is not used and that online resources are becoming increasingly popular (n=10). See Table 18, below.

Table 18

Why would you <u>decrease</u> spending on <u>Library Services</u> ?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=36)	2014 (n=29)**	2013 (n=12)**	2012 (n=29)**
Many people use online resources/library not used/needed	10	6	2	8
Funding should be allocated to other areas/priorities	4	1	-	-
Does not use/access the library	1	3	-	1
Need to expand the collection of books	1	-	-	-
Don't Know/Not Stated	21	18	8	17

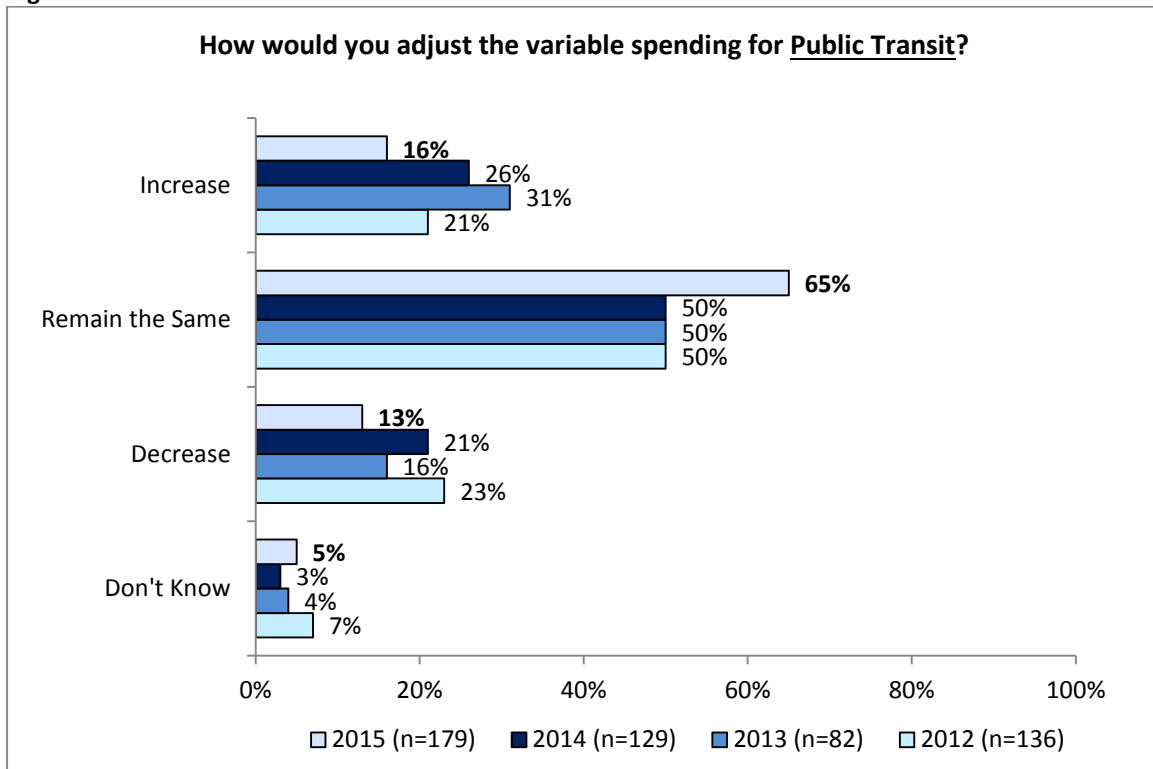
\*Multiple responses

\*\*Use caution interpreting results when n<30

#### 4.2.10 Public Transit

More than one-quarter of the respondents (16%, a significant decrease from 26% in 2014) would increase spending on *Public Transit*. Almost two thirds of the respondents (65%) would keep spending the same (a significant increase from 2014 and 2013), while 13% would decrease spending, a decrease from 21% in 2014. See Figure 11, below.

Figure 11



#### **Selected Sub-Segment Findings**

Those aged 18 to 34 (26%) were significantly more likely to have chosen to **increase** spending on Public Transit versus those aged 35 to 54 (11%).

Those who felt they received “fair” or “poor” value for their tax dollars (29%) were significantly more likely to have chosen to **decrease** spending on Public Transit versus those who felt they received “good,” “very good,” or “excellent” value (8%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (72%) were significantly more likely to have chosen to have spending **remain the same** on Public Transit versus those who felt they received “fair” or “poor” value (51%).



Respondents who would **increase** spending on *Public Transit* (n=29) most often explained that the current bus schedule is limited (21%); that public transit is needed in Leduc, in general (14%); that public transit is required for a growing population (10%); and that Leduc transit should include a weekend service (10%). See Table 19, below.

Table 19

Why would you <b>increase</b> spending on <b>Public Transit</b> ?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=29)	2014 (n=33)	2013 (n=25)**	2012 (n=28)**
Current bus schedule is limited/should be expanded/more stops needed	21	-	8	21
Public transit is needed in Leduc (in general)	14	9	12	4
Required for growing population	10	9	4	4
Should include weekend service/needs to be seven days a week	10	3	-	-
Should include evening service/all day service/expand hours of operation	7	6	8	-
Other (single mentions in 2015)	21	-	-	-
Don't Know/Not Stated	35	52	36	46

\*Multiple responses

\*\*Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Public Transit* (n=24) most often felt that ridership is not high enough to justify the service (n=5), and it is a waste of tax dollars and/or is an unnecessary service (n=3). See Table 20, below.

Table 20

Why would you <b>decrease</b> spending on <b>Public Transit</b> ?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=24)**	2014 (n=27)**	2013 (n=12)**	2012 (n=31)
Not enough people use the service/not worth the cost for ridership	5	7	1	5
Waste of tax dollars/not needed	3	5	2	7
User fees should pay for the service/should pay for itself	2	4	2	5
Other (single mentions in 2015)	2	-	-	-
Don't Know/Not Stated	12	12	8	17

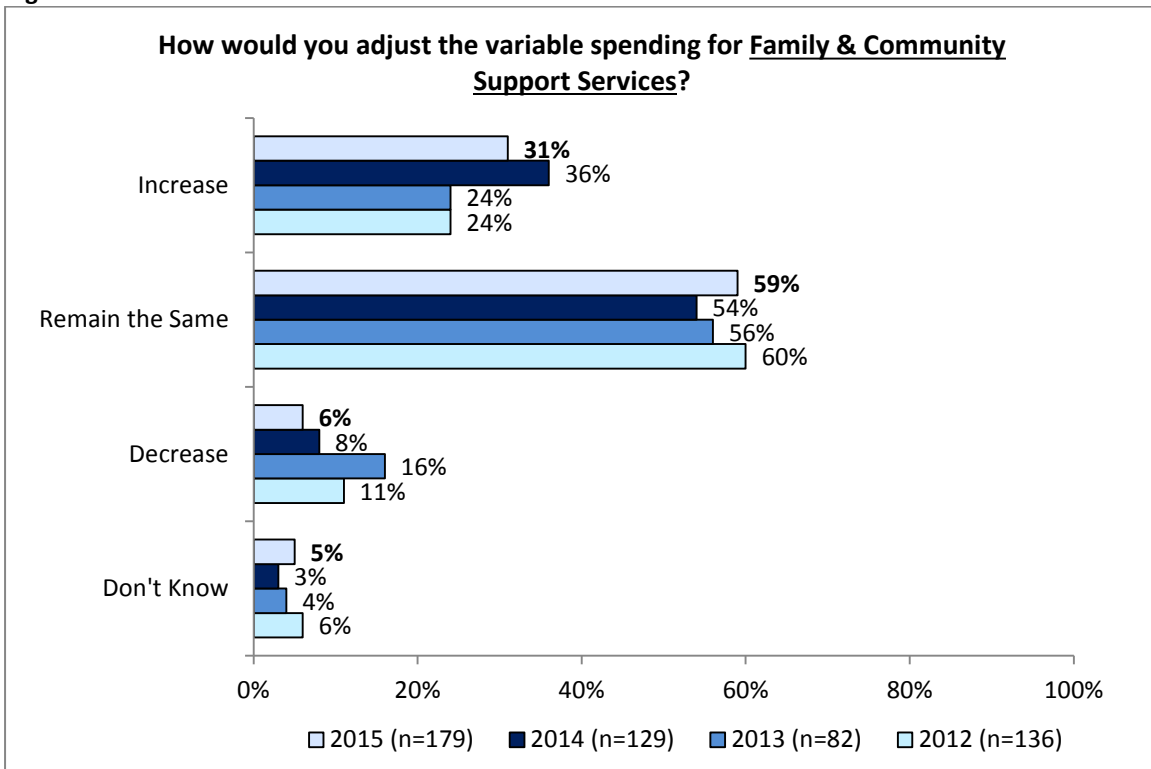
\*Multiple responses

\*\*Use caution interpreting results when n<30

### 4.2.11 Family and Community Support Services

Nearly one-third of the respondents (31%, a decrease from 36% in 2014) would increase spending on *Family and Community Support Services*. More than half of the respondents (59%) would keep spending the same (an increase to 54% in 2014), while 6% would decrease spending, a decrease from 8% in 2013. See Figure 12, below.

Figure 12



#### Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (16%) were significantly more likely to have chosen to **decrease** spending on Family and Community Support Services versus those who felt they received “good,” “very good,” or “excellent” value (3%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (64%) were significantly more likely to have chosen to have spending **remain the same** on Family and Community Support Services versus those who felt they received “fair” or “poor” value (47%).

Respondents who would **increase** spending on *Family and Community Support Services* (n=55) most often reported that community programs are important (13%). See Table 21, below.

**Table 21**

<b>Why would you increase spending on Family &amp; Community Support Services?</b>				
<b>Base: Respondents who would increase spending in this category for the 2016 budget</b>	<b>Percent of Respondents*</b>			
	<b>2015 (n=55)</b>	<b>2014 (n=46)</b>	<b>2013 (n=20)**</b>	<b>2012 (n=32)</b>
Community support programs are a priority/are valuable	<b>13</b>	11	10	9
Should be more senior services/support/more affordable services	<b>11</b>	22	15	6
Not enough funding (in general)	<b>9</b>	11	5	-
Need more counseling services/affordable counseling services	<b>7</b>	-	-	-
Need for services is increasing with population growth	<b>7</b>	9	15	3
Need to support families/families are important	<b>6</b>	-	-	-
Free advertising at city events could increase awareness	<b>2</b>	-	-	-
Don't Know/Not Stated	<b>53</b>	50	55	44

\*Multiple responses

\*\*Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Family and Community Support Services* (n=11) explained that people need to help themselves/should not be responsibility of tax payers (n=1), that they need to maintain current services (n=1), FCSS should be funded by the government (n=1), and that only a small population utilize these services (n=1). It is important to note that seven (n=7) out of the eleven (n=11) respondents were unsure or did not provide a response. See Table 22, below.

Table 22

<b>Why would you decrease spending on Family &amp; Community Support Services?</b>				
<b>Base: Respondents who would decrease spending in this category for the 2016 budget</b>	<b>Number of Respondents*</b>			
	<b>2015 (n=11)**</b>	<b>2014 (n=10)**</b>	<b>2013 (n=13)**</b>	<b>2012 (n=15)**</b>
People need to help themselves/should not be responsibility of tax payers	1	1	4	1
Need to maintain current services	1	-	1	-
Should be funded by the government/get help from the government	1	-	-	1
Only a small population utilize/require these services	1	-	2	-
Don't Know/Not Stated	7	8	7	10

\*Multiple responses

\*\*Use caution interpreting results when n<30

#### 4.2.12 Additional Feedback

When asked if there was any additional feedback they wished to provide regarding their choices for variable spending, 3% of all respondents reported City Council needs to stop overspending. Two percent (2%) each reported the following:

- Taxes are too high/keep increasing (2%);
- Need to increase public transit services (2%);
- Would like more information on City Council salaries (2%); and
- Need more roadways and better access (2%).

See Table 23, below.

Table 23

Is there any additional feedback you would like to provide regarding your choices?				
	Percent of Respondents*			
	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
No additional feedback	74	77	76	77
<b>Yes; specify:</b>	<b>19</b>	<b>18</b>	<b>22</b>	<b>18</b>
City Council needs to stop overspending	3	1	5	2
Taxes are too high/keep increasing	2	4	1	1
Need to increase public transit services	2	-	-	-
Would like more information on City Council salaries	2	-	-	-
Need more roadways/better access	2	-	-	-
Need to ensure budget can handle increases in services/ funding matches growth	1	2	-	1
More communication to/from council/council does not listen to residents	1	1	1	2
Should reduce fixed expenses/more towards variable expenses	1	-	5	-
Infrastructure needs improvement	1	-	-	-
Ensure value is received/services are met	1	-	-	1
Other (single mentions in 2015)	8	10	-	-
Don't Know/Not Stated	7	5	2	6

\*Multiple responses

### 4.3 Other Considerations for 2016 Budget Planning

Keeping in mind that any additional projects or initiatives may result in an increase in the overall budget, respondents were asked if there are any other projects or initiatives that the Leduc City Council and Administration should be thinking of when planning for the 2016 budget and beyond. As shown in Table 24, below, 10% of all respondents reported that the City needs better traffic flow control and management, followed by 6% who mentioned that the City should balance the budget.

Table 24

Are there any other projects or initiatives that City Council and Administration should be thinking of when planning the budget for 2016 and beyond?				
	Percent of Respondents*			
	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
None	60	57	54	42
<b>Yes; specify:</b>	<b>34</b>	<b>39</b>	<b>44</b>	<b>49</b>
Better traffic flow/control/traffic congestion problems/build more roads to improve traffic	10	8	5	3
Balance the budget/better spending	6	2	5	2
More recreation options/variety	3	1	-	-
More parks/green space/paths (in general)	2	2	5	2
More bike lanes/more multi-use trails	2	-	1	4
Finish current projects	2	-	-	-
Reduce urban sprawl	2	-	-	-
Improve dog parks/more dog parks	1	1	-	1
More information on budget	1	-	-	-
Better/more hospital services	1	-	-	-
LRT service/public transit	1	2	-	3
More recreational programs	1	1	-	-
Increase walkability/pedestrian friendly community	1	-	-	-
Need a new outdoor pool/water park/maintenance	1	-	-	-
Need more schools/educational institutions/improve school programming	1	2	-	2
Decrease taxes	1	-	-	-
Other (single mentions in 2015)	6	15	-	-
Don't Know/Not Stated	6	5	2	9

\*Multiple responses

When asked if they had any other comments they wished to provide regarding 2016 budget planning, 3% of all respondents suggested ensuring that funds are budgeted efficiently, and that there are fewer raises for City Council. See Table 25, below.

Table 25

Is there anything else you would like to suggest regarding the planning of the 2016 budget and onward for the City of Leduc?				
	Percent of Respondents*			
	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
No further suggestions	73	71	66	64
<b>Yes; specify:</b>	<b>21</b>	<b>24</b>	<b>31</b>	<b>30</b>
Better use of funds/better budgeting (in general)	3	6	5	2
Fewer raises for city council/tighten administration costs	3	3	-	2
Better traffic flow/control/road development	2	5	2	1
Reduce taxes/reduce tax increases	2	3	1	2
Better future/long term planning/future growth planning	2	2	-	2
Need more hospital facilities/doctors	1	-	-	1
Better city beautification projects	1	-	-	-
Annexation by Edmonton	1	1	4	-
Other (single mentions in 2015)	6	9	-	-
Don't Know/Not Stated	7	5	4	6

\*Multiple responses

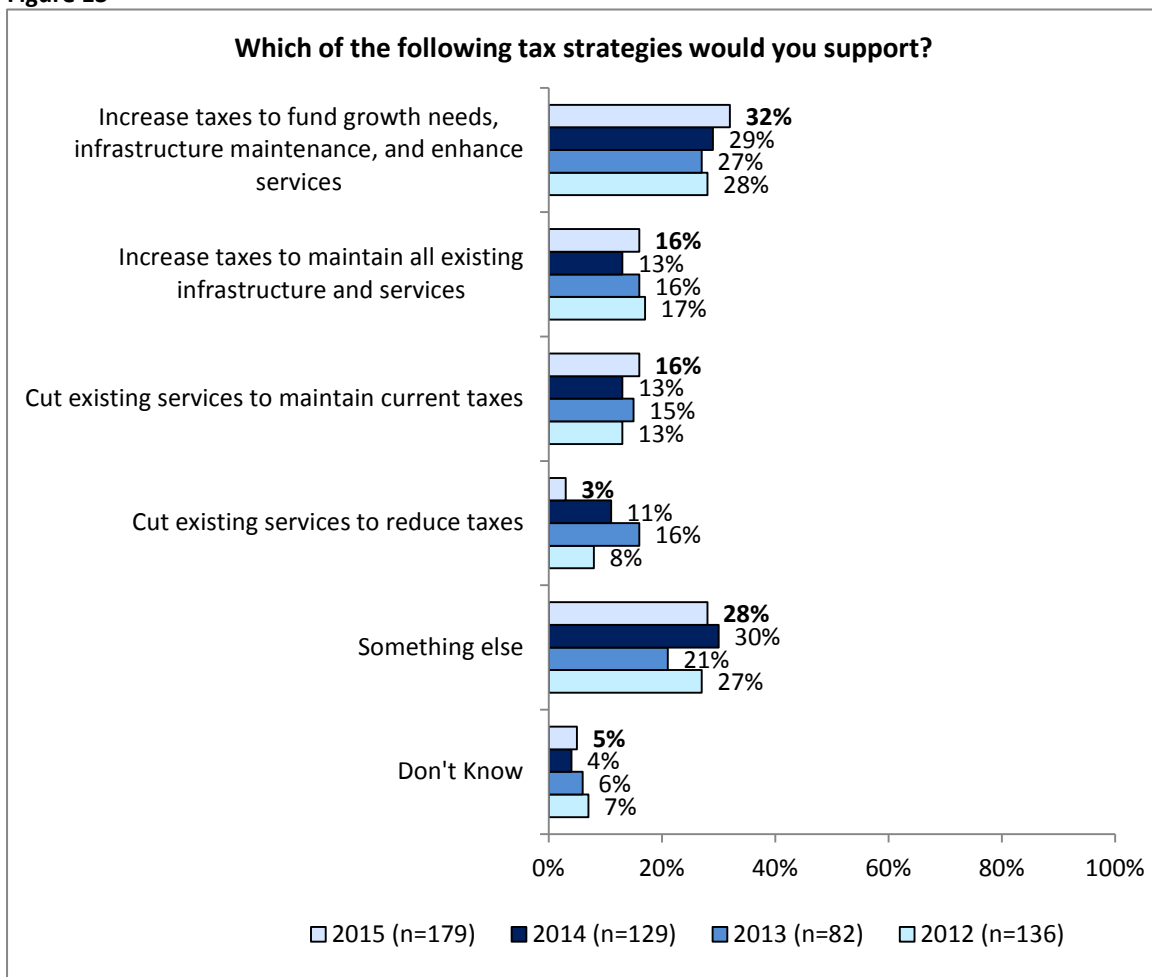
#### 4.4 City of Leduc Services and Infrastructure

In the next section of the survey, respondents were asked which of four (4) tax strategies they would support to balance the City budget. As shown in Figure 13, below, more than three out of ten respondents (32%) would increase taxes to fund growth needs, maintain infrastructure, and enhance services, comparable to 29%, as reported in 2014.

Twenty-eight percent (28%) of the respondents indicated support for a different tax strategy; responses were as follows:

- Reduce administration/council salary/reduce amount of staff (8%);
- Should budget better/spend wisely/better management (7%);
- Maintain tax levels, keep existing services (6%);
- Maintain tax levels, fund through growth (3%); and
- Other (1% or less) – (7%).

Figure 13





### **Selected Sub-Segment Findings**

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (37%) were significantly more likely to have supported **increasing taxes to fund growth needs, maintain infrastructure, and enhance services** versus those who felt they received “fair” or “poor” value (20%);

Respondent subgroups significantly more likely to have supported **increasing taxes to maintain all existing infrastructure and services** included:

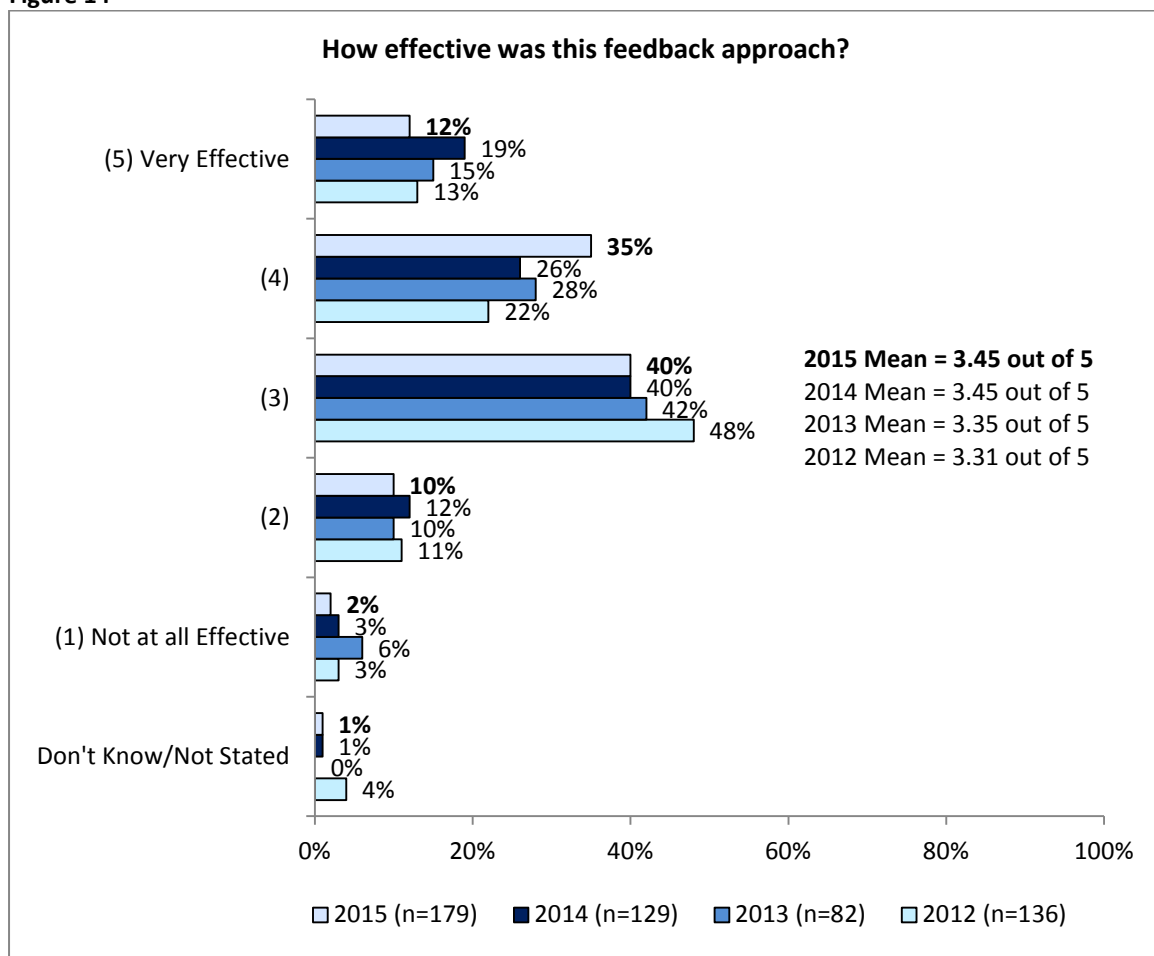
- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (20%) versus those who felt they received “fair” or “poor” value (7%); and
- Those aged 18 to 34 (26%) versus those aged 35 to 54 (11%).

## 4.5 Feedback Approach

Finally, respondents were asked to rate the research approach used to gather resident feedback concerning the City of Leduc budget process, using a scale of 1 to 5, where 1 meant “not at all effective” and 5 meant “very effective.” Forty-seven percent (47%) of the respondents provided ratings of 4 (35%) or 5 (12%) out of 5, an increase from 40% in 2014.

Four out of ten respondents (40%) provided a neutral rating (3 out of 5), while 12% of the respondents indicated that the approach was not effective, with ratings of 1 (2%) or 2 (10%) out of 5. See Figure 14, below.

Figure 14



### Selected Sub-Segment Findings

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (52%) were significantly more likely to have responded that the research approach was **highly effective** versus those who felt they received “fair” or “poor” value (31%).

Respondents who felt that the feedback approach was effective (n=156) (ratings of 3, 4, or 5 out of 5) most often indicated that they liked the opportunity to provide feedback (17%). Eight percent (8%) reported that they felt the survey did not address all issues. See Table 26, below.

Table 26

Why did you provide that rating?				
Base: Respondents who rated the feedback approach as effective (ratings of 3, 4, or 5 out of 5)	Percent of Respondents*			
	2015 (n=156)	2014 (n=108)	2013 (n=69)	2012 (n=112)
Gave the opportunity to express an opinion/liked being heard/important to gather opinions	17	17	12	14
Survey did not address all the issues/was not thorough enough	8	4	-	1
Not educated/informed enough about the topic to answer/more information was needed	5	7	3	2
Good information was provided/good visuals	5	-	-	-
All the right topics/issues were addressed/ask relevant questions	4	-	-	-
Survey is only useful if suggestions are taken seriously/implemented	3	6	3	3
A more convenient method of gathering opinions/could answer on own time	3	3	-	7
Will have to wait and see what happens with the budget to determine effectiveness	3	-	-	-
Survey was good/good method (in general)	3	-	-	-
Other (2% of respondents or less in 2014)	10	16	-	-
Don't Know/Not Stated	48	47	54	50

\*Multiple responses

Those who felt that the feedback approach was less effective (n=22) (ratings of 1 or 2 out of 5) most frequently explained that they uninformed about the topic and needed more information (n=3). See Table 27, below.

Table 27

Why did you provide that rating?				
Base: Respondents who rated the feedback approach as ineffective (ratings of 1 or 2 out of 5)	Number of Respondents*			
	2015 (n=20)**	2014 (n=20)**	2013 (n=13)**	2012 (n=19)**
Not educated/informed enough about the topic to answer/more information needed	3	1	1	2
Survey did not address all the issues/not thorough enough	2	-	-	-
Will have to wait and see what happens with the budget to determine effectiveness	2	-	-	-
Survey was manipulative/not given choices	1	1	3	-
None/unsure – council does not listen to residents/will not do anything with information collected	1	-	-	-
Survey only useful if suggestions are taken seriously/implemented	1	-	-	-
Don't Know/Not Stated	12	11	3	5

\*Multiple responses

\*\*Use caution interpreting results when n<30

## 4.6 Respondent Demographics

Tables 28 and 29, below and on the following page, demonstrate the demographic breakdown of stakeholders surveyed for the City of Leduc 2016 Budget Planning Stakeholder Survey.

Table 28

	Percent of Respondents			
	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
<b>Age</b>				
18 to 24 years of age	2	1	2	1
25 to 34 years of age	20	29	27	30
35 to 44 years of age	29	28	27	40
45 to 54 years of age	21	16	24	15
55 to 64 years of age	13	14	7	4
65 years of age and older	15	8	10	4
Not Stated	1	5	2	5
<b>Mean</b>	<b>46.3 years</b>	43.4 years	44.0 years	39.9 years
<b>Percent of Households with at Least One (1) Person in Each Age Group</b>				
7 years of age and younger	28	31	26	47
8 to 12 years of age	22	16	19	27
13 to 18 years of age	16	13	13	18
19 to 44 years of age	67	71	79	83
45 to 64 years of age	45	40	38	31
65 years of age and older	20	12	8	4
Not Stated	3	4	5	3
<b>Mean Household Size</b>	<b>2.82 people</b>	2.93 people	3.04 people	3.45 people
<b>Employment Status</b>				
Working Full-Time (including self-employment; >30 hours /week)	73	74	74	72
Retired	11	8	6	4
Working Part-Time (including self-employment; ≤30 hours/week)	10	8	5	10
Homemaker	3	9	6	12
Not Stated	2	2	4	2

Table 29

	Percent of Respondents			
	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
<b>Neighbourhood</b>				
South Fork	10	12	15	10
Windrose	9	6	16	11
South Park	8	10	6	10
Corinthia Park	8	7	5	7
Leduc Estates	7	6	9	6
Meadowview Park	6	2	6	5
Bridgeport	5	7	6	10
Suntree	5	7	5	7
Caledonia Park	5	6	4	2
Deer Valley	5	6	1	4
Tribute	5	3	6	3
West Haven Estates	4	5	7	6
Alexandra Park	3	3	4	2
North Telford	3	2	-	3
West Haven Park	3	2	-	-
Willow Park	3	2	4	5
South Telford	2	4	4	2
Lakeside Estates	2	2	-	1
Robinson	2	2	-	-
Linsford	2	-	-	-
Not Stated	4	7	2	7
<b>Home Ownership</b>				
Own	93	89	90	90
Rent	7	8	9	7
Not Stated	-	3	1	3
<b>Are you a City of Leduc Employee?</b>				
Yes	7	9	6	8
No	92	90	92	89
Not Stated	1	2	2	3

## **APPENDIX A – SURVEY INSTRUMENT**



## 2016 Budget Planning Survey

The City of Leduc is committed to gathering input from citizens regarding the planning for the future of the City, as demonstrated through the Community Visioning Workshops completed in 2007, 2009, 2011, 2013 and 2014. In 2015, the City is seeking input from citizens to assist in the 2016 budget planning process through this survey.

This survey contains questions designed to gather your high-level thoughts and opinions regarding your perceptions and opinions of how funding should be allocated in the City of Leduc. The length of the survey may vary from 10 to 12 minutes to complete.

Please note that paper copies of this survey can be returned to the Civic Centre, where they will be forwarded to Banister Research for data entry and analysis. Alternatively, you may fax your completed survey directly to Banister Research at (780) 451-2777 or complete the survey online at <https://banister.ab.ca/leducbudget16/>

Banister Research & Consulting Inc. has been retained to assist with the administration of this survey and the analysis of the findings. All information you provide will be kept in strictest confidence and be used only for the purposes of this study.

The privacy of your responses has been protected in a number of ways:

1. Individual hard copy surveys submitted to the City of Leduc will be forwarded to Banister Research for data entry and analysis. External consultants, Banister Research & Consulting Inc., are the only party collecting and analyzing the results and with any direct access to the final data set.
2. Responses to closed ended questions will be grouped and verbatim responses to open ended questions will be released to the management team without any identifiable information and not linked to any other questions in the data sets provided.

Please try to answer all questions. However, if you do not have enough information or you feel that you cannot respond to a question, please skip it and go on to the next one. Unless otherwise indicated, please fill in only one response per question. The results of the survey will be used as one of the sources of information provided to Council and Administration to inform in the decision making process with regards to budgeting in 2016.

Please Note: Please read each question/statement carefully and select the number that best represents your point of view for each.

If you have any issues or concerns, you may contact Tracy With, Vice President, Banister Research & Consulting, 780-451-4444 or [twith@banister.ab.ca](mailto:twith@banister.ab.ca). Please respond before **May 31, 2015**.

A. Please confirm	Yes	No
You are over the age of 18 years	<input type="checkbox"/>	<input type="checkbox"/>
You are a resident of the City of Leduc	<input type="checkbox"/>	<input type="checkbox"/>



Please note that throughout the survey, information will be provided to you so that you are able to reflect and provide an informed response to the questions. Should you have any questions about this information, please feel free to contact Valerie MacMillan, Manager, Budgeting Services (780-980-7161 or vmacmillan@leduc.ca) at the City of Leduc, for additional information.

1. What would you say are the most important priorities facing the City of Leduc Council today related to the budget process?

---

---

---

---

2. In 2015, approximately 26% of your property tax bill is collected on behalf of the province to pay for education and schools. The remaining 74% of your property tax bill goes to the City of Leduc to fund municipal services. Thinking about the portion of your municipal property tax bill that pays for City services, would you say you receive? [SELECT ONE RESPONSE]

- Excellent value for your tax dollars
- Very good value
- Good value
- Fair value OR
- Poor value for your tax dollars

3. What is the main reason you feel that way?

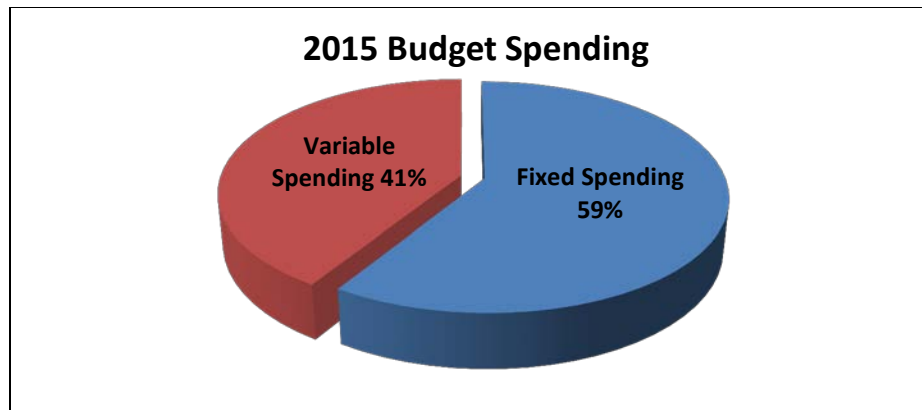
---

---

---

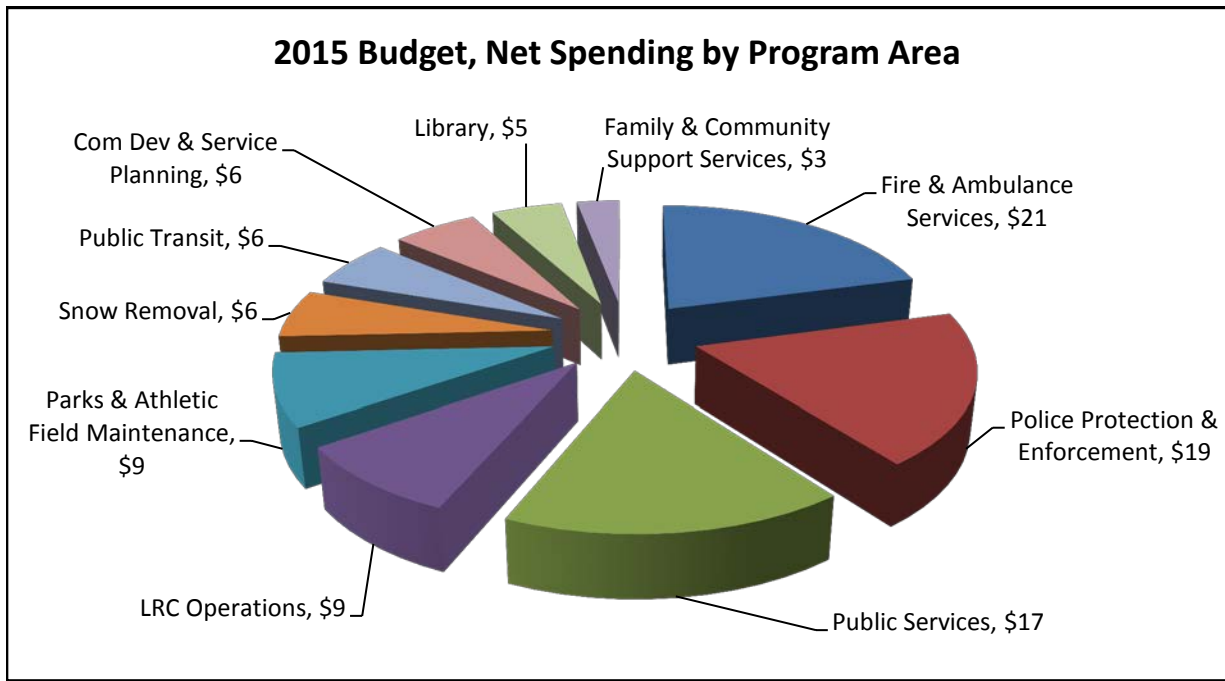
---

4. The City of Leduc budget includes two spending categories:



- **Fixed Spending** (59%) include items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:
  - Mayor and City Council
  - City Manager's Office, Legal Services & Intergovernmental Affairs
  - Corporate Services
  - Engineering Services
  - Planning Services
  - Facility Services
  - Debt Repayment
  - Capital Transfer1)
- **Variable Spending** (41%) include categories where spending can be increased or decreased depending on the level of service provided.

If the overall **Variable Spending** budget for the City of Leduc was \$100, this is how the \$100 was spent in the City of Leduc in 2015. Please see the graph below.



How would you adjust the variable spending for 2016?

Variable Spending Category	Description of Services	Dollars Spent in 2015	Increase or Decrease Spending, Remain the same in 2016 (select one)	Why would you make this change? (please record your answer below, and use the back of the page if needed)
<b>Fire and Ambulance Services*</b>	Fire and Ambulance response, rescue and patient treatment services, community prevention and inspection services and emergency preparedness.	\$21.00	<input type="checkbox"/> Increase <input type="checkbox"/> Remain the same	
<b>Police Protection &amp; Enforcement Services</b>	RCMP contract and detachment administrative support. Community safety, animal control and other bylaw enforcement.	\$19.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Public Services</b>	Maintenance of roadways, sidewalks, multi-ways, bridges, overpasses, traffic controls, including: pot hole patching, crack sealing, grading, guard repair, cleaning, dust control and pavement marking.	\$17.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Leduc Recreation Centre Operations</b>	Leduc Recreation facility maintenance and operations, sports & tourism, guest services, fitness centre and track, pool services, ice skating, field house and programmed services (i.e. child minding).	\$9.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Parks &amp; Athletic Field Maintenance</b>	Maintenance, grass cutting, cleaning and repairs to cemetery, sports fields, tennis courts, outdoor ice rinks, skateboard parks, lakes and storm ponds, garden plots and playgrounds. Parks landscaping and pest control.	\$9.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Snow Removal</b>	Street, parking lot and alleyway sanding, snow plowing and snow removal.	\$6.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Community Development &amp; Service Planning</b>	Parks, recreation and culture planning and development: including building playgrounds, Communities in Bloom, Healthy Hearts, and Canada Day programs.	\$6.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Library Services</b>	Provision of children, teen and adult literary programs, exam proctoring, e-resources, e-books, internet access, audio books, DVD's, CD's, outreach services and access to resources from over 150 Alberta libraries.	\$6.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Public Transportation</b>	Leduc Transit provides service locally in Leduc and a commuter service to Edmonton and Nisku; and a specialized transportation service (LATS)..	\$5.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>Family and Community Support Services</b>	Family counseling and support; support, prevention and education regarding social issues; meals on wheels program; senior support; and homemaking services.	\$3.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
<b>TOTAL</b>		<b>\$100.00</b>		

\*Ambulance services are contracted services provided by the Province of Alberta and cannot be reduced.

5. Is there any additional feedback you would like to provide regarding your choices?

---

---

---

6. Again, keeping in mind that any additional projects or initiatives may result in an increase in the overall budget, are there any other projects or initiatives that Leduc City Council and Administration should be thinking of when planning the budget for 2016 and beyond?

Yes; please specify

---

---

---

No

7. Is there anything else you would like to suggest regarding the planning of the 2016 budget and onward for the City of Leduc?

---

---

---

---

8. Next, thinking about the City of Leduc infrastructure and services overall, which of the following tax strategies to balance the budget would you support? Would you support ...? [SELECT ONE]

Increase taxes to fund growth needs, infrastructure maintenance and enhance services

Increase taxes to maintain all existing infrastructure and services

Cut existing services to maintain current taxes, or

Cut existing services to reduce taxes

Something else: please specify:

---

---

---

9. Using a scale of 1 to 5 where 1 means not at all effective and 5 means very effective, how effective was this research approach in gathering your feedback concerning the City of Leduc budget process? [SELECT ONE]

Not at all effective					Very effective
(1)	(2)	(3)	(4)	(5)	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9A. Why did you provide that rating

---

---

---

---

**RESPONDENT CHARACTERISTICS**

In order for Banister Research to better understand the different views and needs of citizens, the next few questions allow us to analyze the data into sub-groups. Please be assured that nothing will be recorded to link your answers with you or your household.

D1. First, in what year were you born?

\_\_\_\_\_ **RECORD YEAR**

D2. Including yourself, how many people in each of the following age groups live in your household? How many are,,,? [ENTER # FOR ALL THAT APPLY]

- \_\_\_ 7 years of age and younger
- \_\_\_ Between 8 and 12 years old
- \_\_\_ Between 13 and 18 years old
- \_\_\_ Between 19 and 44 years old
- \_\_\_ Between 45 and 64 years old
- \_\_\_ 65 years of age or older
- \_\_\_ TOTAL

D3. What is your current employment status? [SELECT ONE]

- Working full time, including self-employment (more than 30 hours per week)
- Working part time, including self-employment (30 hours per week or less)
- Homemaker
- Student
- Not employed

Retired

D4. Which neighbourhood do you live in? [SELECT ONE]

- |   |   |
|---|---|
| <input type="checkbox"/> Alexandra Park   | <input type="checkbox"/> South Fork         |
| <input type="checkbox"/> Bridgeport       | <input type="checkbox"/> South Park         |
| <input type="checkbox"/> Caledonia Park   | <input type="checkbox"/> South Telford      |
| <input type="checkbox"/> Corinthia Park   | <input type="checkbox"/> Suntree            |
| <input type="checkbox"/> Deer Valley      | <input type="checkbox"/> Tawa Landings      |
| <input type="checkbox"/> Lakeside Estates | <input type="checkbox"/> Tribute            |
| <input type="checkbox"/> Leduc Estates    | <input type="checkbox"/> West Haven Estates |
| <input type="checkbox"/> Linsford Park    | <input type="checkbox"/> West Haven Park    |
| <input type="checkbox"/> Meadowview Park  | <input type="checkbox"/> Willow Park        |
| <input type="checkbox"/> North Telford    | <input type="checkbox"/> Windrose           |
| <input type="checkbox"/> Robinson         |   |

D5. Do you own or rent your home in the City of Leduc?

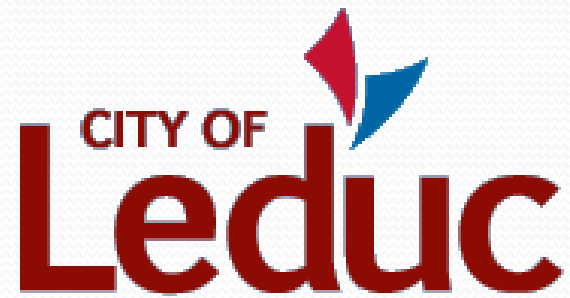
- Own  
 Rent

D6. And finally, do you work for the City of Leduc?

- Yes  
 No  
2)

***Thank you very much for your participation in this important study, your time and feedback are greatly appreciated by the City of Leduc.***

***Please note that the results of this survey will be shared with City Council during the budget planning process for 2016. Should you have any additional questions, please contact: Valerie MacMillan, Manager, Budgeting Services (780-980-7161 or vmacmillan@leduc.ca) at the City of Leduc.***



## **2015 Citizen Satisfaction Survey**

March 23, 2015

Banister Research & Consulting Inc.





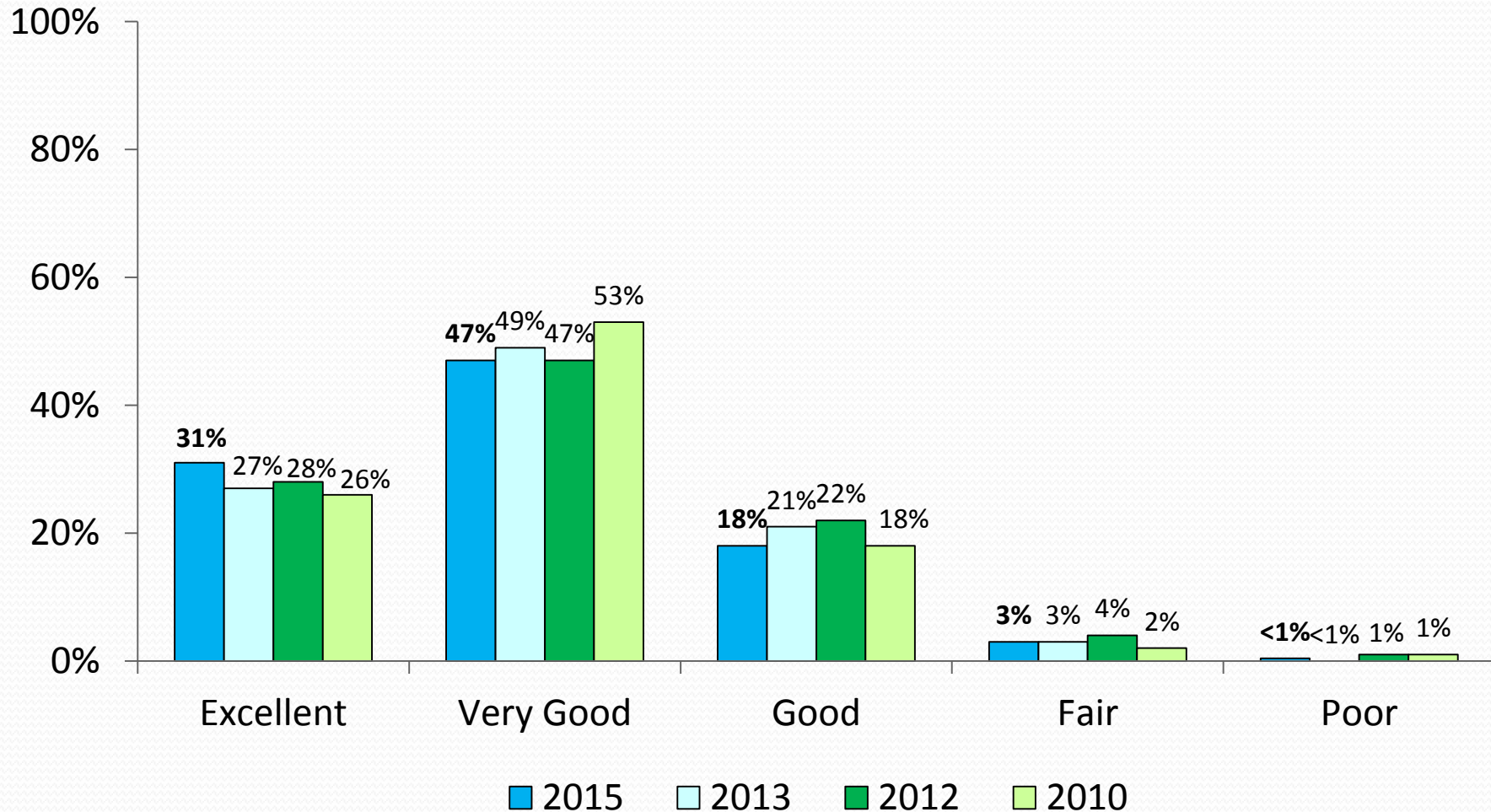


# Study Background

- The findings from this survey will provide insight to the City of Leduc into the perceptions and opinions of residents across a number of issues including:
  - Overall quality of life in the City including an assessment of how well the City is managed;
  - Issues of importance facing the City;
  - Satisfaction with, and importance of, various services and facilities offered;
  - Value of property taxes, including perceptions on quality of service received;
  - City communications; and
  - The proposed annexation.
- The following outlines the findings for the 2015 City of Leduc Citizen Satisfaction Survey.



# Quality of Life in the City of Leduc



n=400 (2015, 2013, 2012; 2010 n=412)

# Factors Contributing to a High Quality of Life

What are the THREE most significant factors contributing to a HIGH quality of life in the City of Leduc?

## TOP MENTIONS

	Percent of Respondents* (n=400)**			
	2015	2013	2012	2010
Recreation facilities/Leduc Recreation Centre	32	34	34	36
Location /close to Edmonton/airport/Nisku	27	22	25	21
Size/is small	25↑	18	18	19
Parks/multi-way path system	20	22	25	17
Leduc has everything you need/all the amenities	17	12	8	18
Good shopping	15	21	16	20
Good services	11	14	12	12

↑ Indicate a significant increase from the previous survey year

\*Multiple responses

\*\*n=400 (2015, 2013, 2012; 2010 n=412)



# Factors Contributing to a **Low** Quality of Life

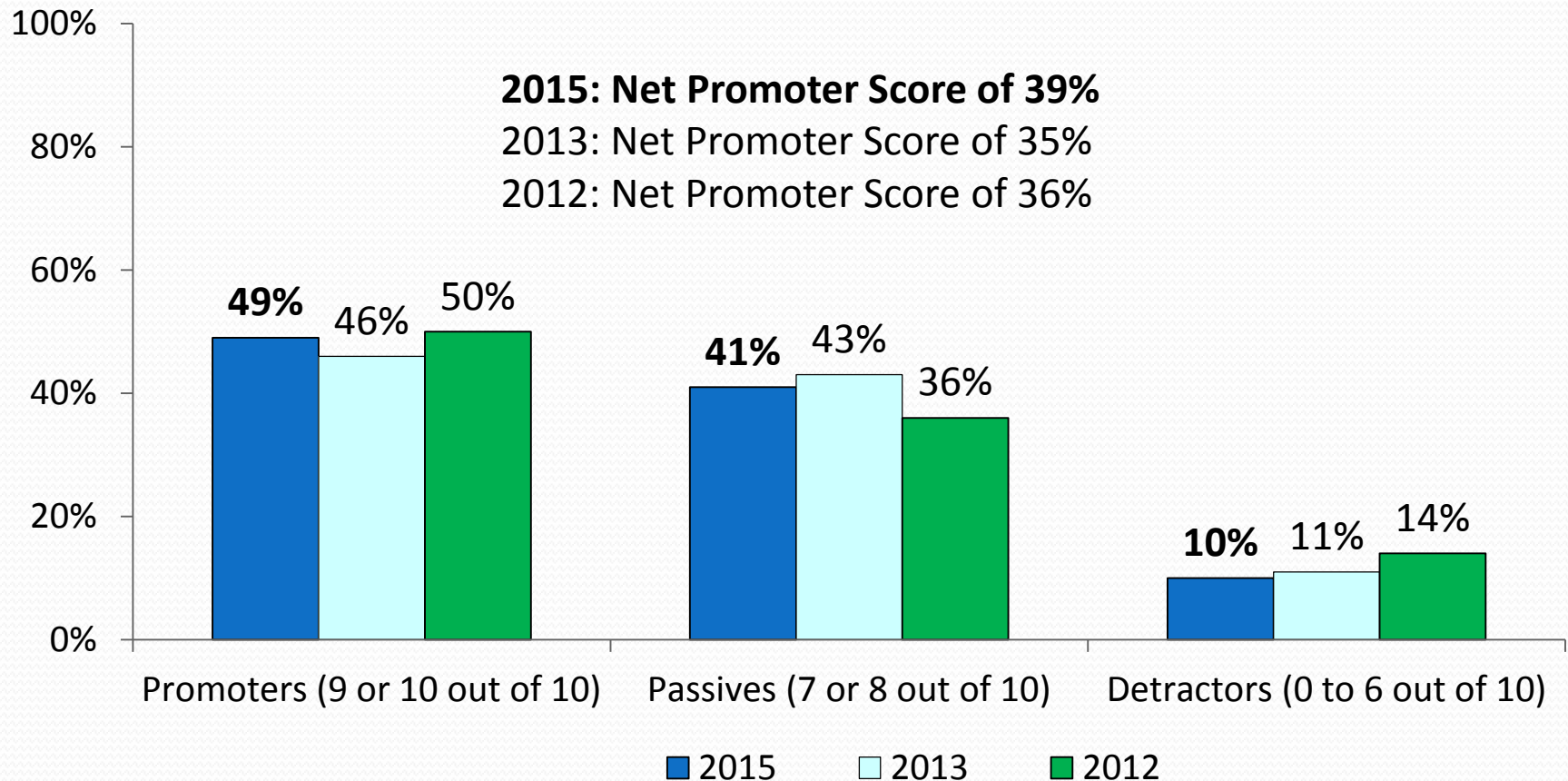
What are the **THREE** most significant factors contributing to a **LOW** quality of life in the City of Leduc?  
**TOP MENTIONS**

	Percent of Respondents* (n=400)**			
	2015	2013	2012	2010
Traffic congestion/speeding	<b>24</b>	22	16	13
Lack of variety of businesses/shopping/ restaurants	<b>11</b>	10	11	8
Crime/drugs/vandalism	<b>11</b>	7	7	9
High taxes	<b>11</b>	6	6	9
Noisy/airplane noise/traffic noise	<b>10</b>	8	8	5
Snow removal/street cleaning	<b>10</b>	7	6	16

\*Multiple responses

\*\*n=400 (2015, 2013, 2012; 2010 n=412)

# Would you recommend the City of Leduc to others as a place to live?





# Leduc's Strengths and Unique Features

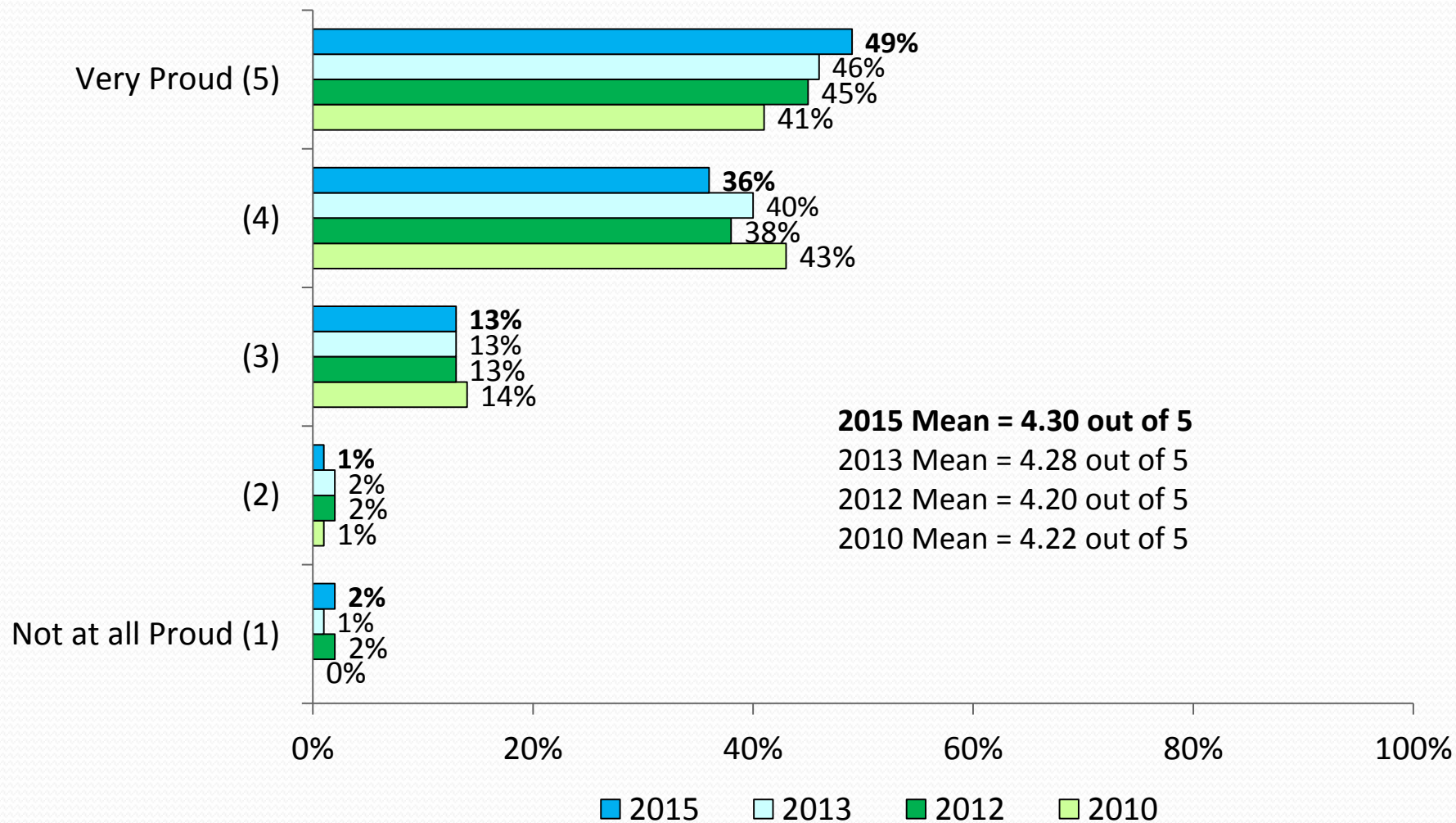
## What do you consider Leduc's strengths and unique features? TOP MENTIONS

	Percent of Respondents* (n=400)**			
	2015	2013	2012	2010
Location/close to Edmonton/airport/Nisku	<b>34</b>	31	34	35
Lots of recreation/good recreation facilities	<b>25</b>	24	27	24
Nice parks/pathways/multi-ways	<b>19</b>	15	15	16
Small town atmosphere	<b>16</b>	13	11	16
Is a small town	<b>11</b>	13	10	12

\*Multiple responses  
n=400 (2015, 2013, 2012; 2010 n=412)



# Pride in Being a Resident of Leduc



n=400 (2015, 2013, 2012; 2010 n=412)

# Priorities Facing City Council

## What are the most important priorities facing the City of Leduc Council today? TOP MENTIONS

	Percent of Respondents* (n=400)		
	2015	2013	2012
City of Edmonton annexation proposal	21	-	-
Managing population growth/ development /maintaining small town atmosphere	14↓	26	23
Keeping taxes low	14	11	8
Keeping up/maintaining infrastructure	9	11	5
Road maintenance/services / development	6	11	7
Budget control/spending	6	9	8
Traffic control and improvement	5	7	6
Don't Know/No Response	16	20	28

↓Indicate a significant decrease from the previous survey year

\*Multiple responses



# Advice to City Council

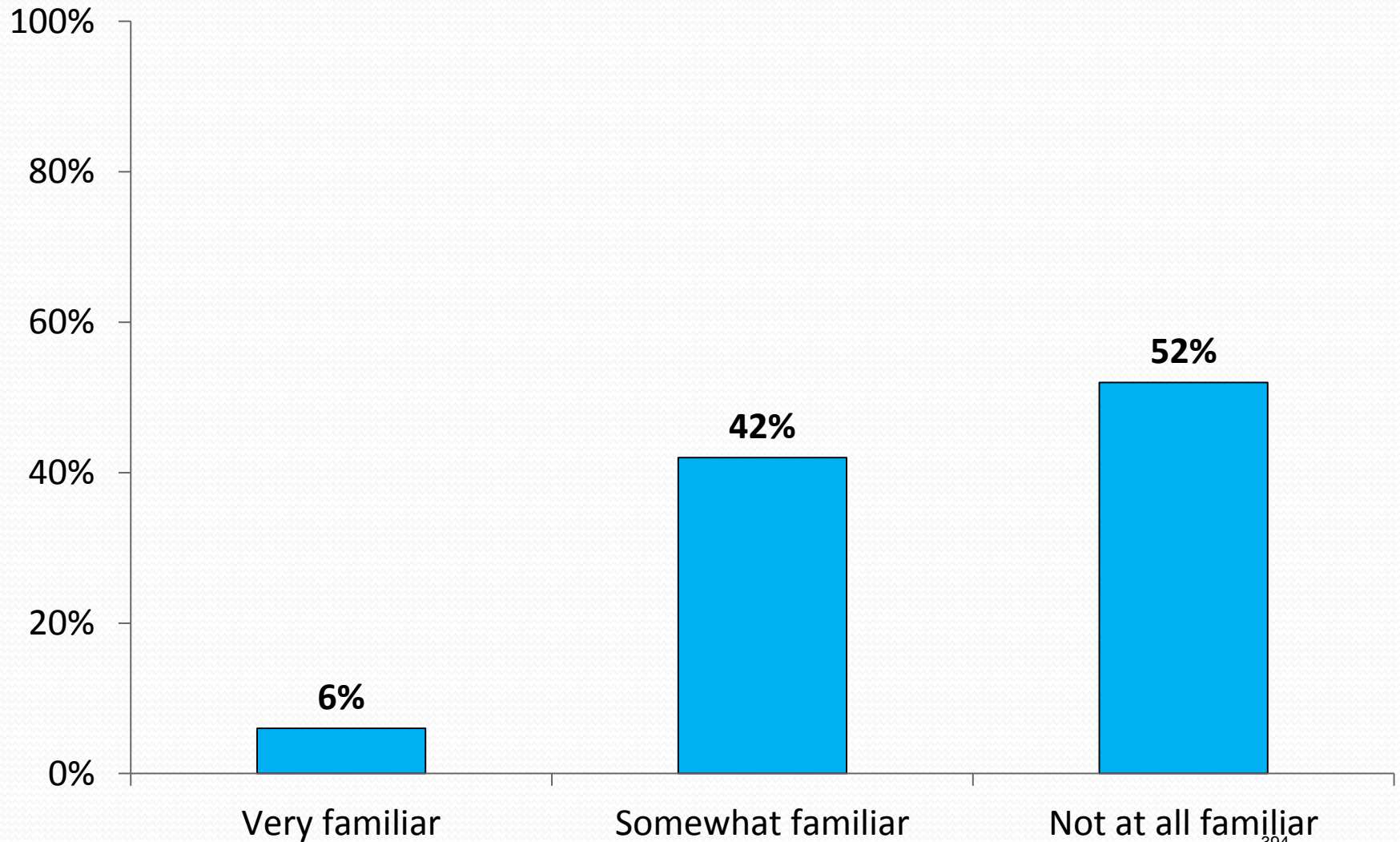
**What are the most important priorities facing the City of Leduc Council today?**

## TOP MENTIONS

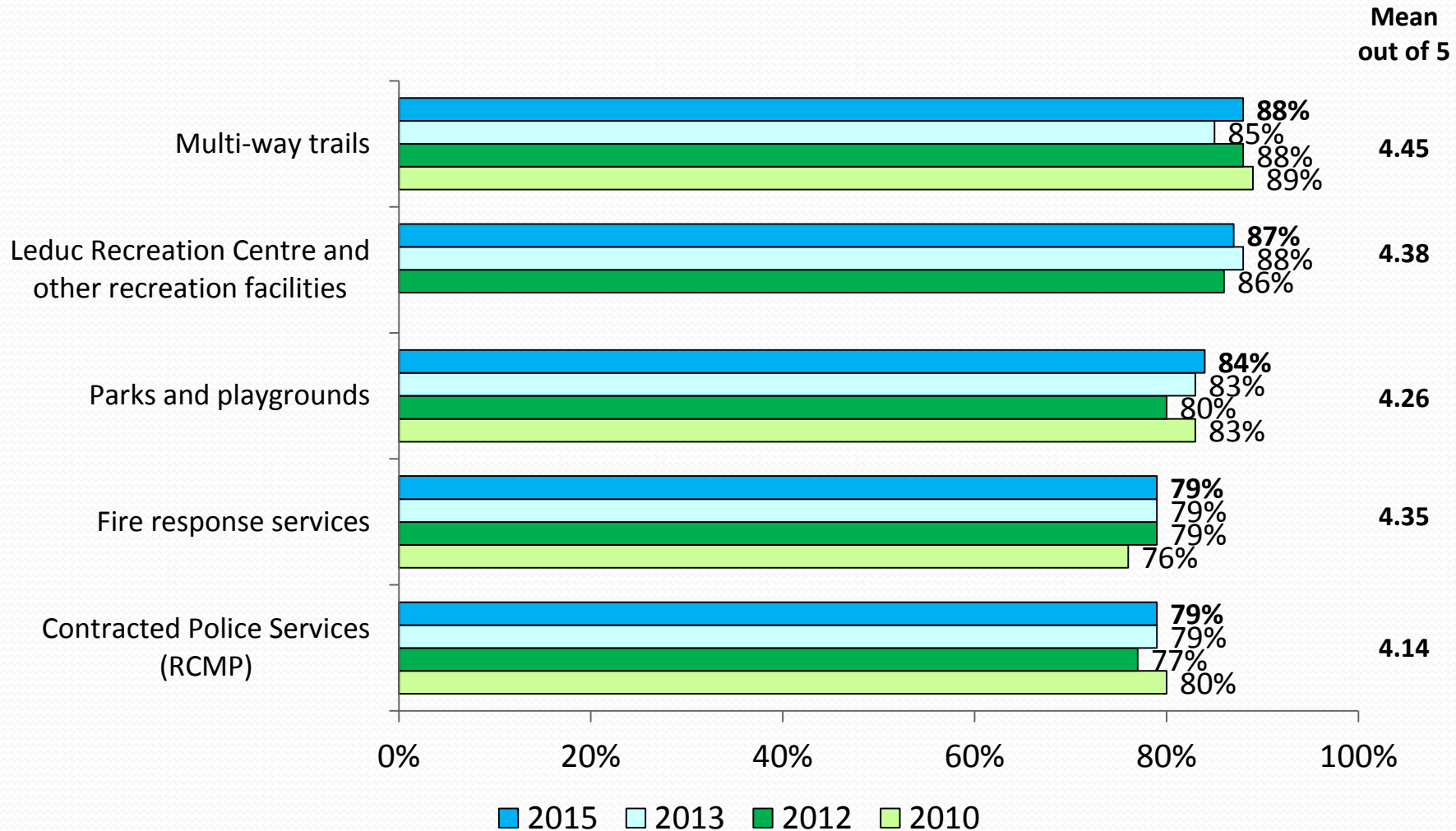
	Percent of Respondents* (n=400)
Listen more to resident concerns/feedback/input	<b>9</b>
Be more fiscally responsible with budget/control unnecessary spending	<b>7</b>
Lower taxes/keep taxes low	<b>7</b>
Improve road infrastructure	<b>6</b>
Improve City planning/project development/need a better long-term vision	<b>4</b>
Maintainer/manage/keep up with City population growth/development	<b>4</b>
Improve level of communication with residents/provide more information	<b>4</b>
Nothing	<b>6</b>
Don't Know/No Response	<b>26</b>

\*Multiple responses

# Familiarity with the City of Leduc's Strategic Plan

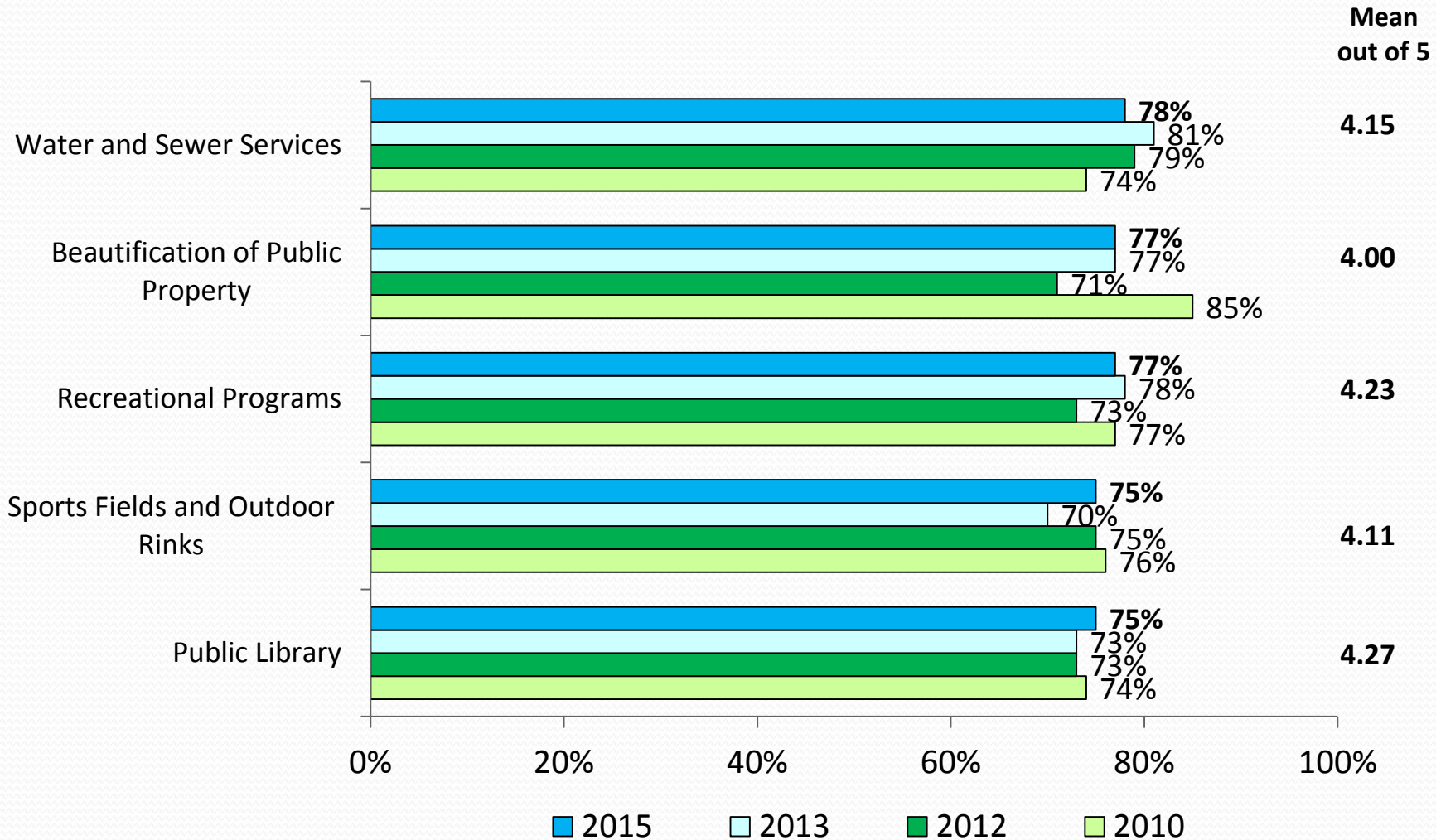


# Satisfaction with City Services



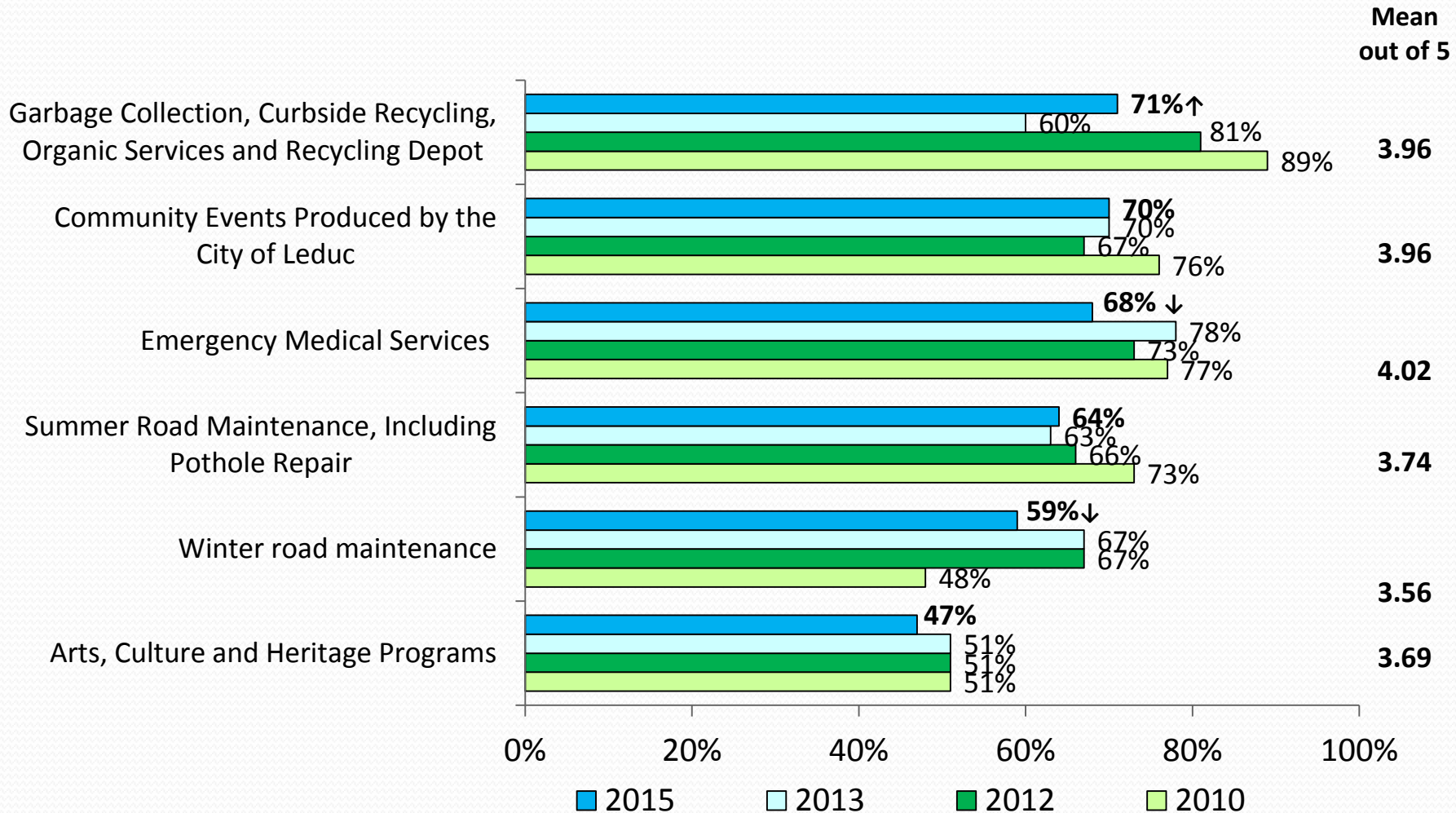
n=400 (2015, 2013, 2012; 2010 n=412)

# Satisfaction with City Services (cont'd)



n=400 (2015, 2013, 2012; 2010 n=412)

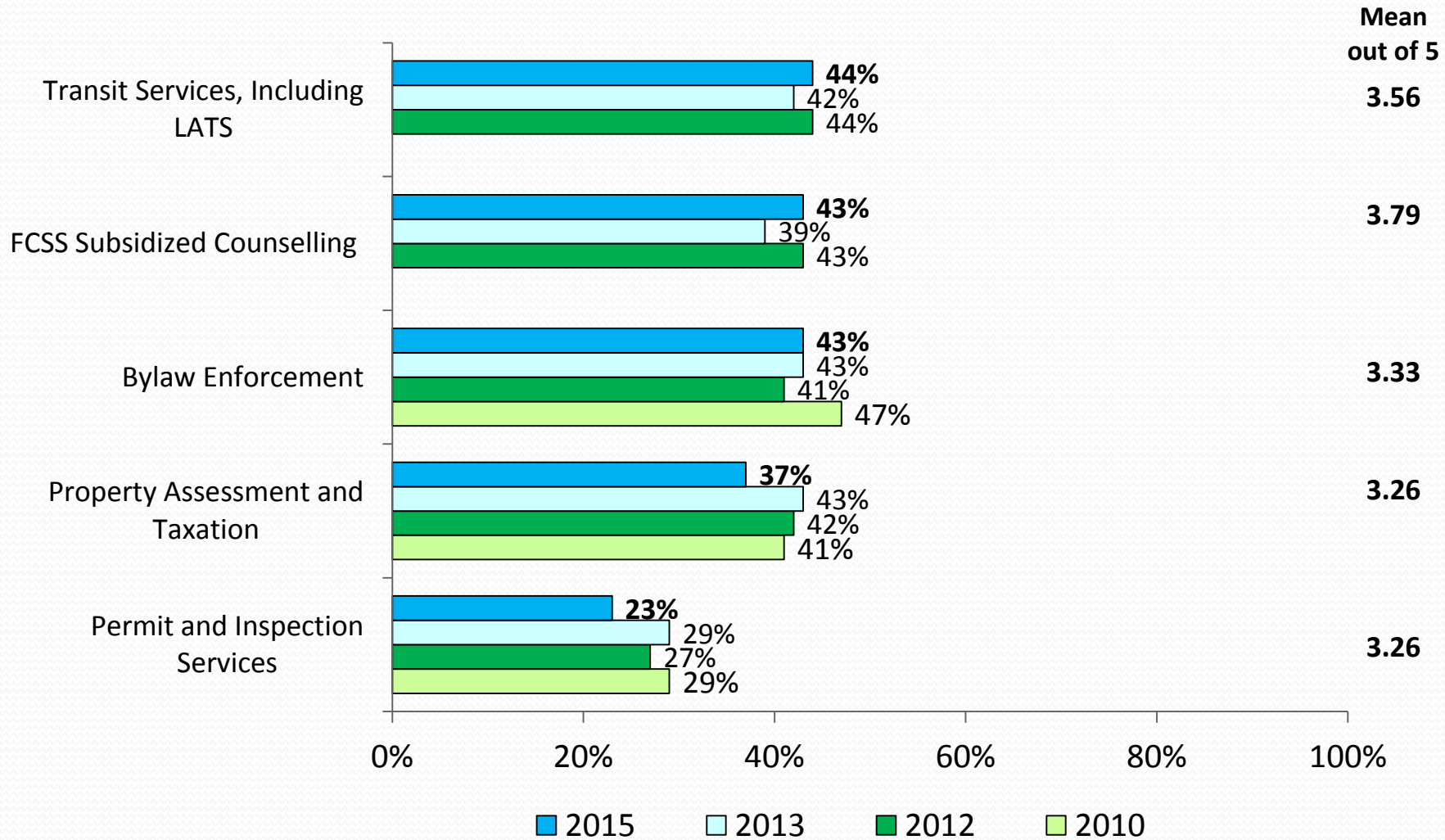
# Satisfaction with City Services (cont'd)



↑↓ Indicate a significant increase or decrease from the previous survey year  
 n=400 (2015, 2013, 2012; 2010 n=412)

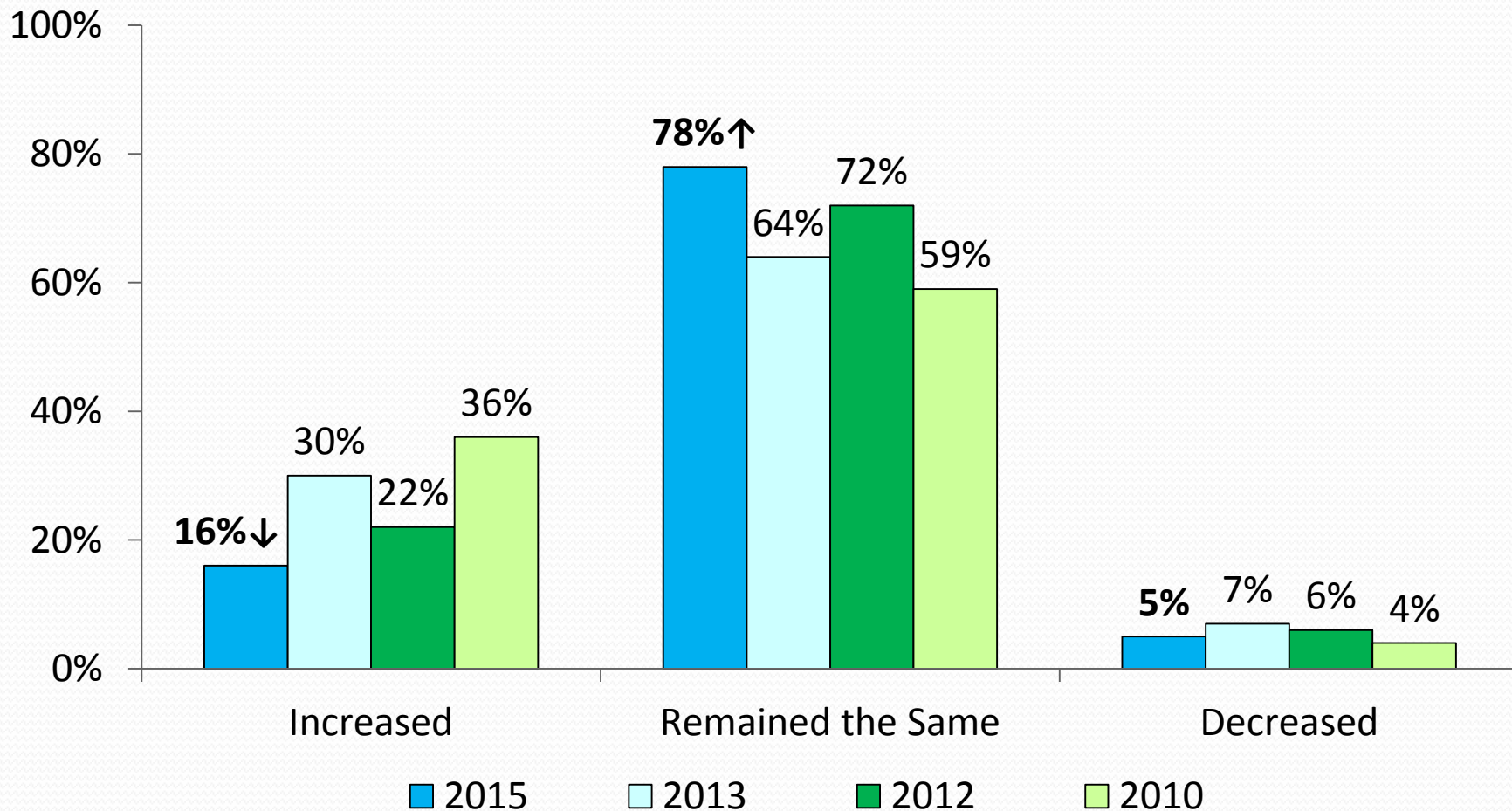


# Satisfaction with City Services (cont'd)



n=400 (2015, 2013, 2012; 2010 n=412)

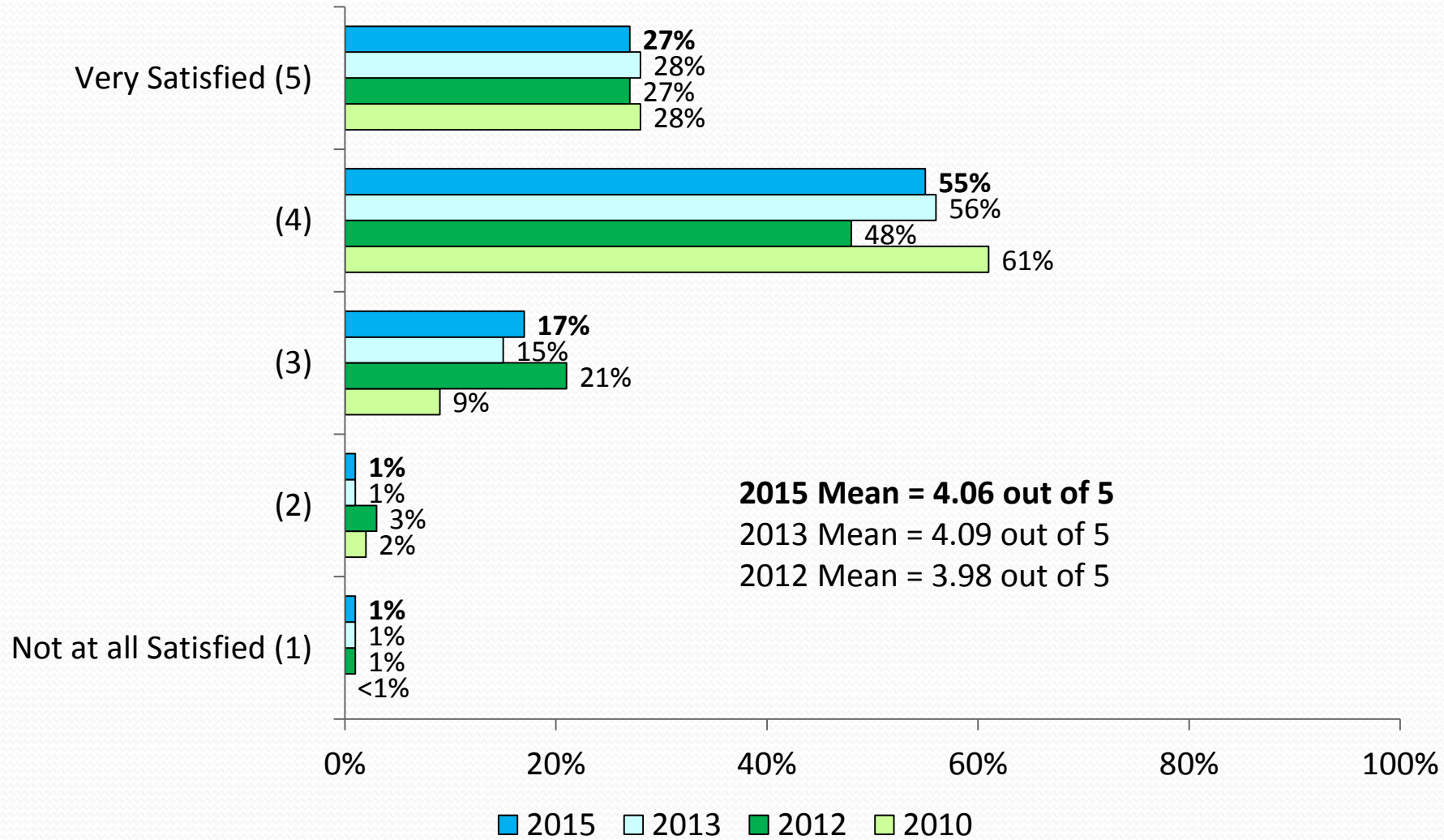
# Over the past 12 months, has the quality of services provided by Leduc...?



↑↓ Indicate a significant increase or decrease from the previous survey year  
n=400 (2015, 2013, 2012; 2010 n=412)



# Satisfaction with Leduc Services and Programs

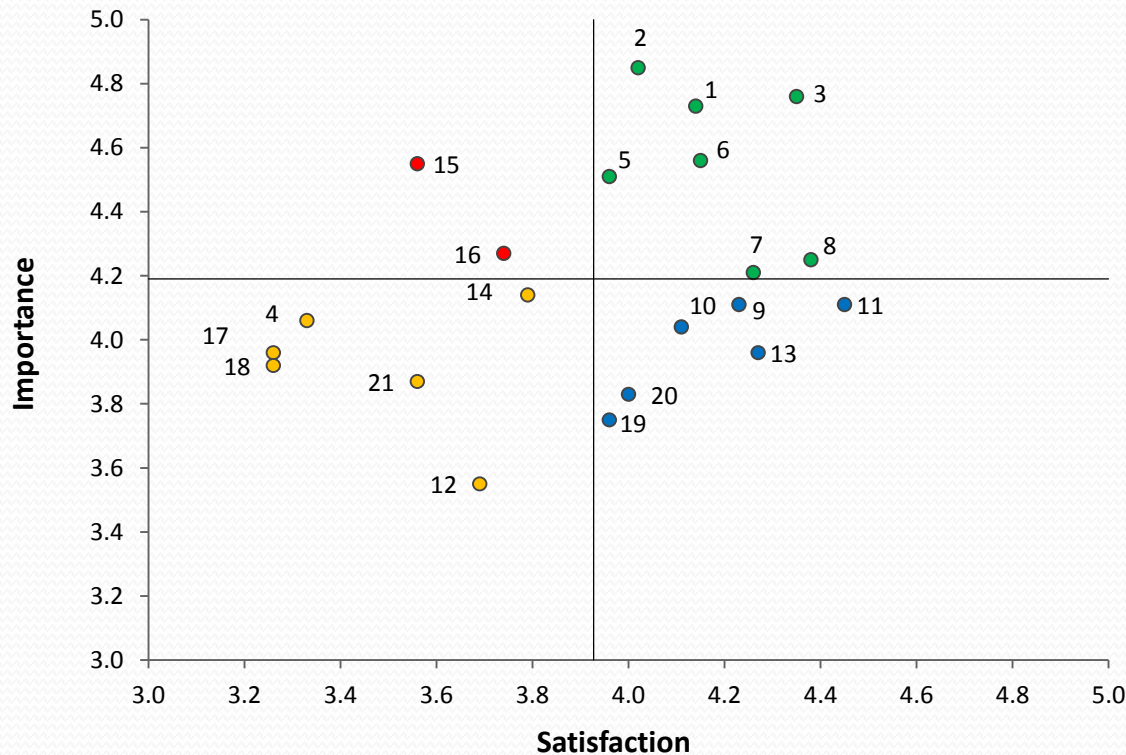


n=400 (2015, 2013, 2012; 2010 n=412)



# 2015 Satisfaction versus Importance with City of Leduc Services

2015 Importance versus Satisfaction with  
City of Leduc Services



1. Contracted police services
2. Emergency medical services
3. Fire response services
4. Bylaw enforcement
5. Garbage collection, curbside recycling, and organics services and recycling depot
6. Water and sewer services
7. Parks and playgrounds
8. Leduc Recreation Centre and other facilities
9. Sports fields and outdoor rinks
10. Recreational programs
11. Multi-way trails
12. Arts, culture, and heritage programs
13. Public library
14. FCSS Subsidized Counseling
15. Winter road maintenance
16. Summer road maintenance
17. Property assessment/taxation
18. Permit/inspection services
19. Community events
20. Beautification of public property
21. Transit services and Leduc Assisted Transportation Service (LATS)

Note: Axes set at 3.93 mean satisfaction rating; 4.19 mean importance rating  
Scale: 1="not at all important/very dissatisfied"; 5="very important/satisfied"

# Key Strengths

- When assessing the City services investigated, the following seven (7) areas were calculated as **key strengths or successes**. In other words, services in which respondents reported that they were of higher than average importance and higher than average satisfaction:
  - Parks and playgrounds;
  - Garbage collection, curbside recycling and organics services, and the recycling depot;
  - Leduc Recreation Centre and other recreation facilities;
  - Water and sewer services;
  - Contracted police services (RCMP);
  - Emergency medical services; and
  - Fire response services.

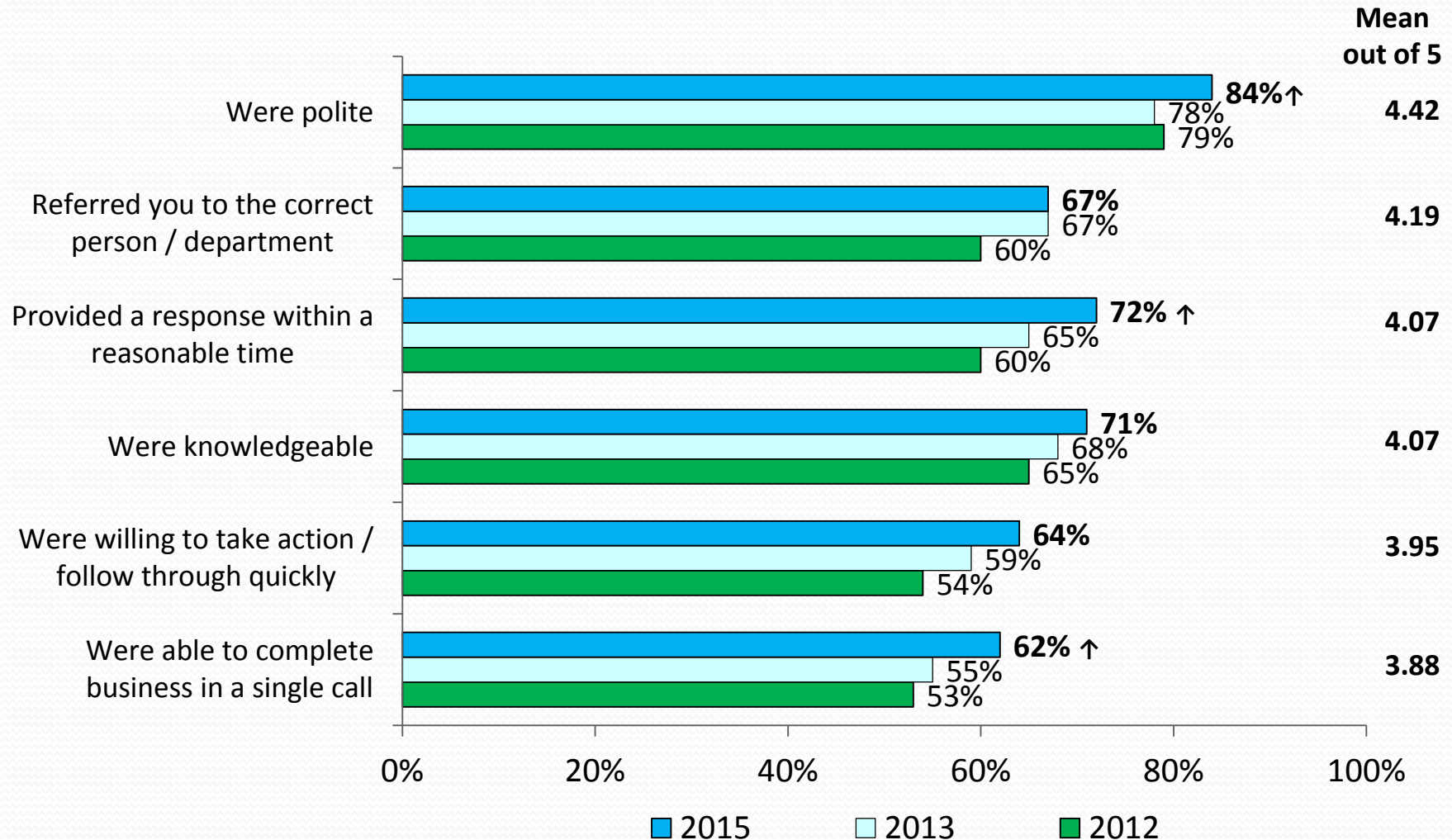


# Primary Areas of Improvement

- Services in the upper left quadrant are of higher than average importance, but lower than average satisfaction. These services are viewed as **primary areas of improvement**. Improvements to this service would do most to increase residents' satisfaction with the overall services provided by the City of Leduc. As shown, services which fall within this quadrant include:
  - Winter road maintenance, including snow removal; and
  - Summer road maintenance, including paving and pothole repair.



# Satisfaction with City Staff



↑ Indicate a significant increase from the previous survey year  
n=400

# Desired Information from the City

What kinds of information do you want the City of Leduc to provide to you?  
TOP MENTIONS

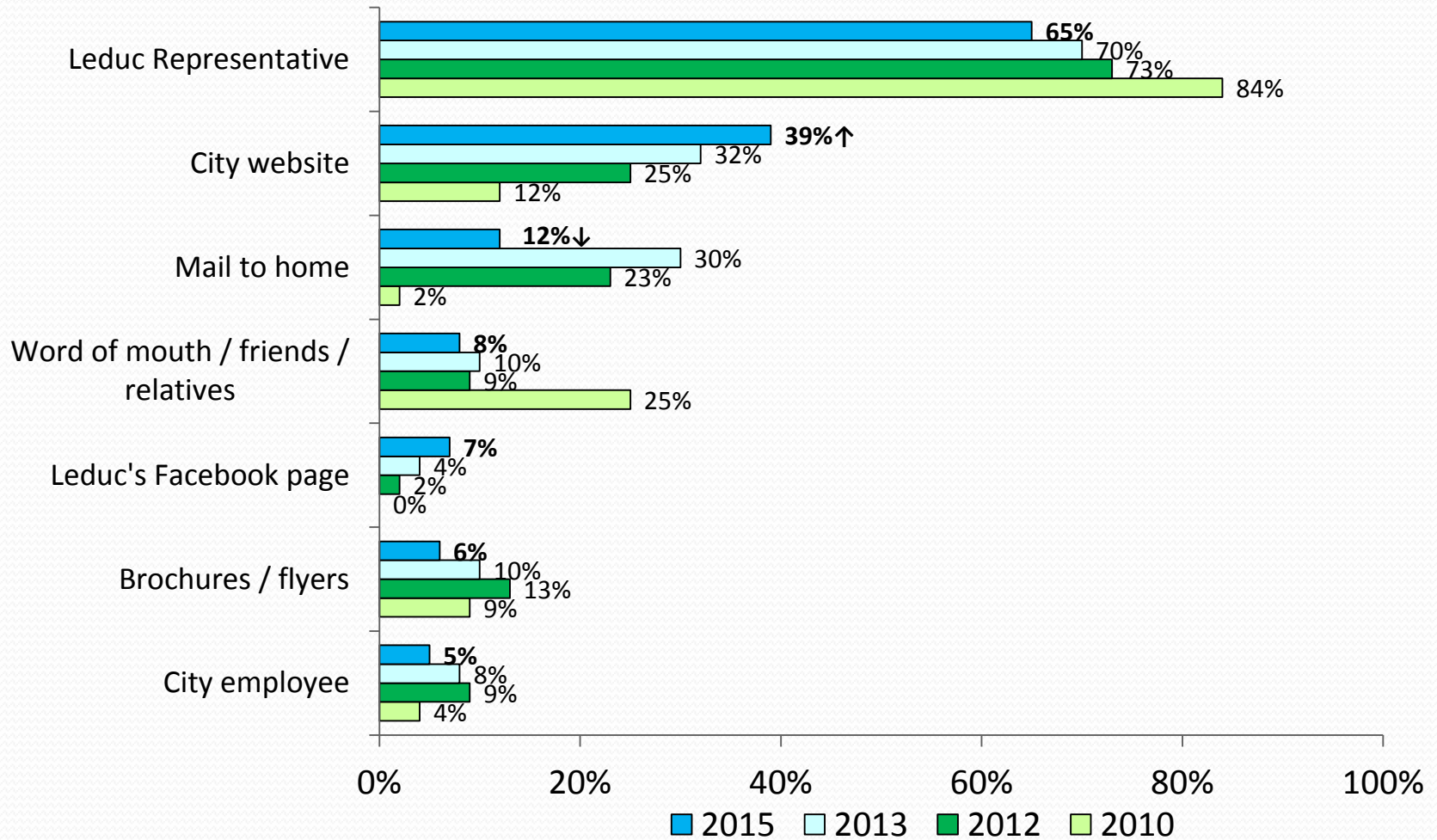
	Percent of Respondents* (n=400)**			
	2015	2013	2012	2010
City planning	<b>14</b> ↑	8	9	8
Budget/tax spending	<b>12</b>	9	10	11
Leisure/recreation	<b>10</b> ↓	17	20	10
Services/programs (unspecified )	<b>9</b> ↓	15	14	11
Garbage pickup/recycling depot	<b>9</b> ↓	14	7	3
Infrastructure repairs	<b>8</b>	8	5	1
Land usage/development	<b>7</b>	7	10	6
Cultural activities	<b>6</b>	8	14	10
Residential development	<b>5</b>	5	5	4
None/nothing	<b>27</b>	24	11	30

↑↓ Indicate a significant increase or decrease from the previous survey year

\*Multiple responses

\*\*n=400 (2015, 2013, 2012; 2010 n=412)

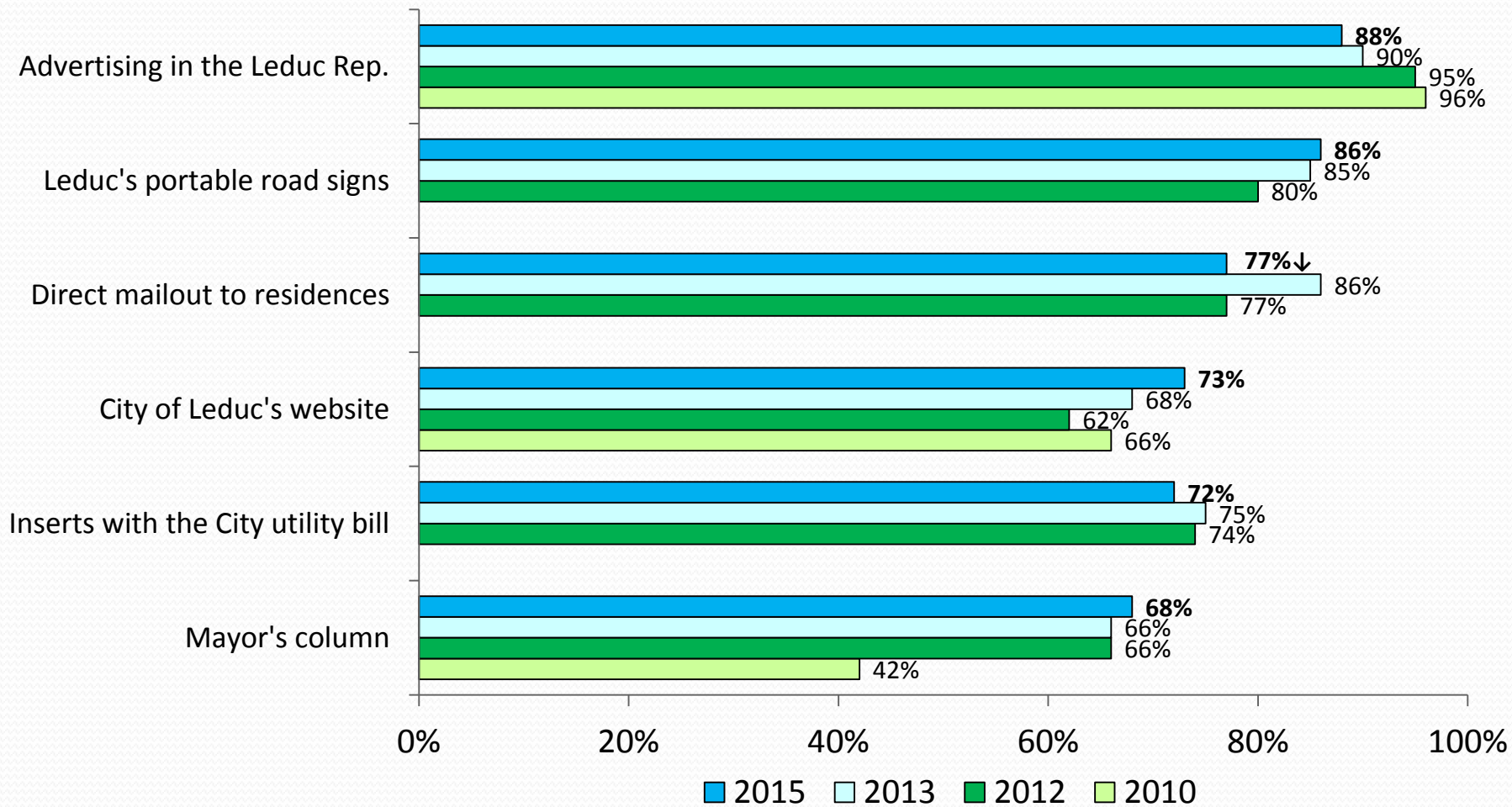
# Sources Used for City Information (TOP MENTIONS)



↑↓ Indicate a significant increase or decrease from the previous survey year  
 n=400 (2015, 2013, 2012; 2010 n=412)



# Most Effective Communication Methods\*



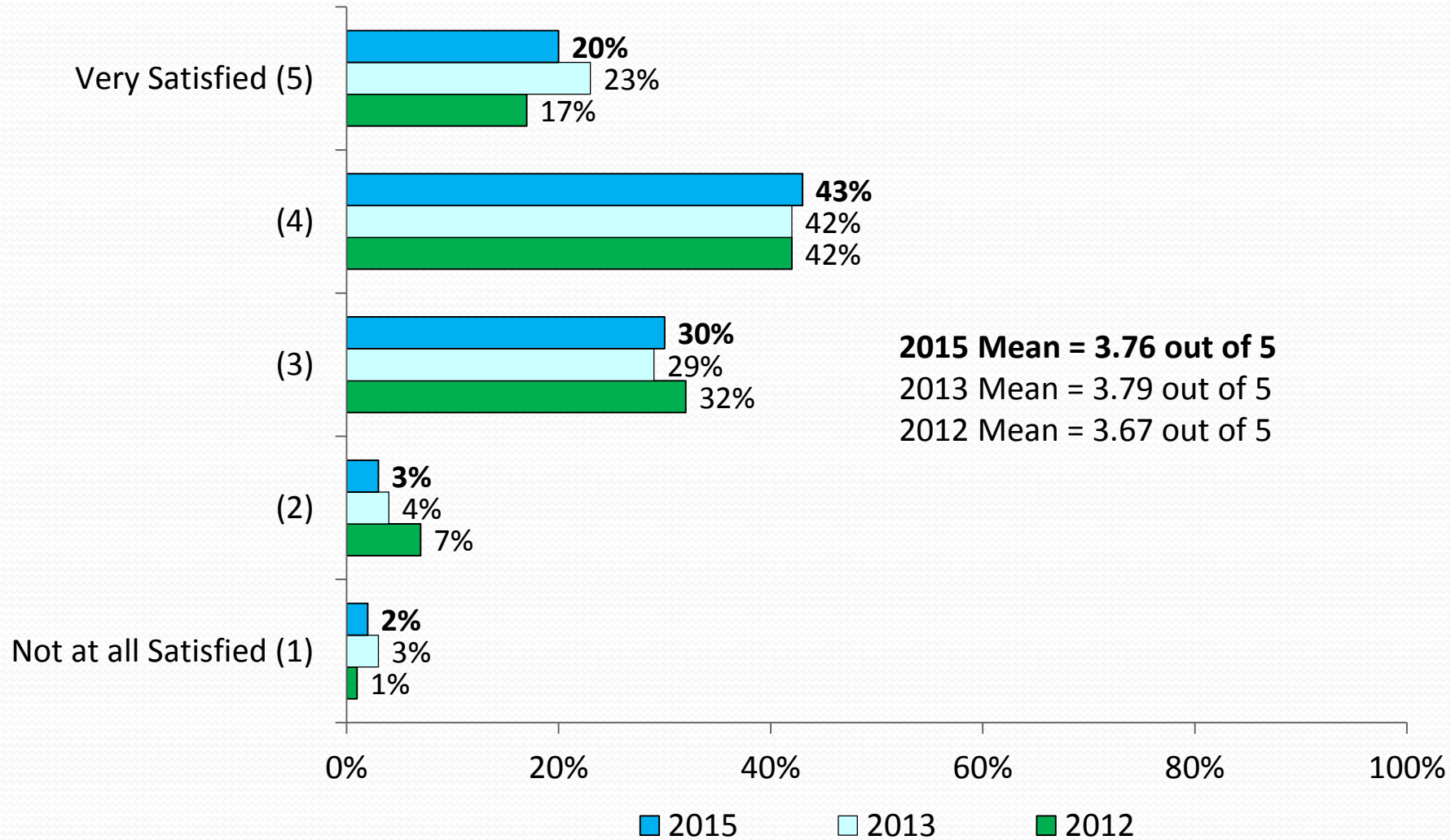
↓ Indicate a significant decrease from the previous survey year

n=400 (2015, 2013, 2012; 2010 n=412)

\*Percent of respondents who rated that method as "effective"



# Overall Satisfaction with Leduc's Quality of Communication

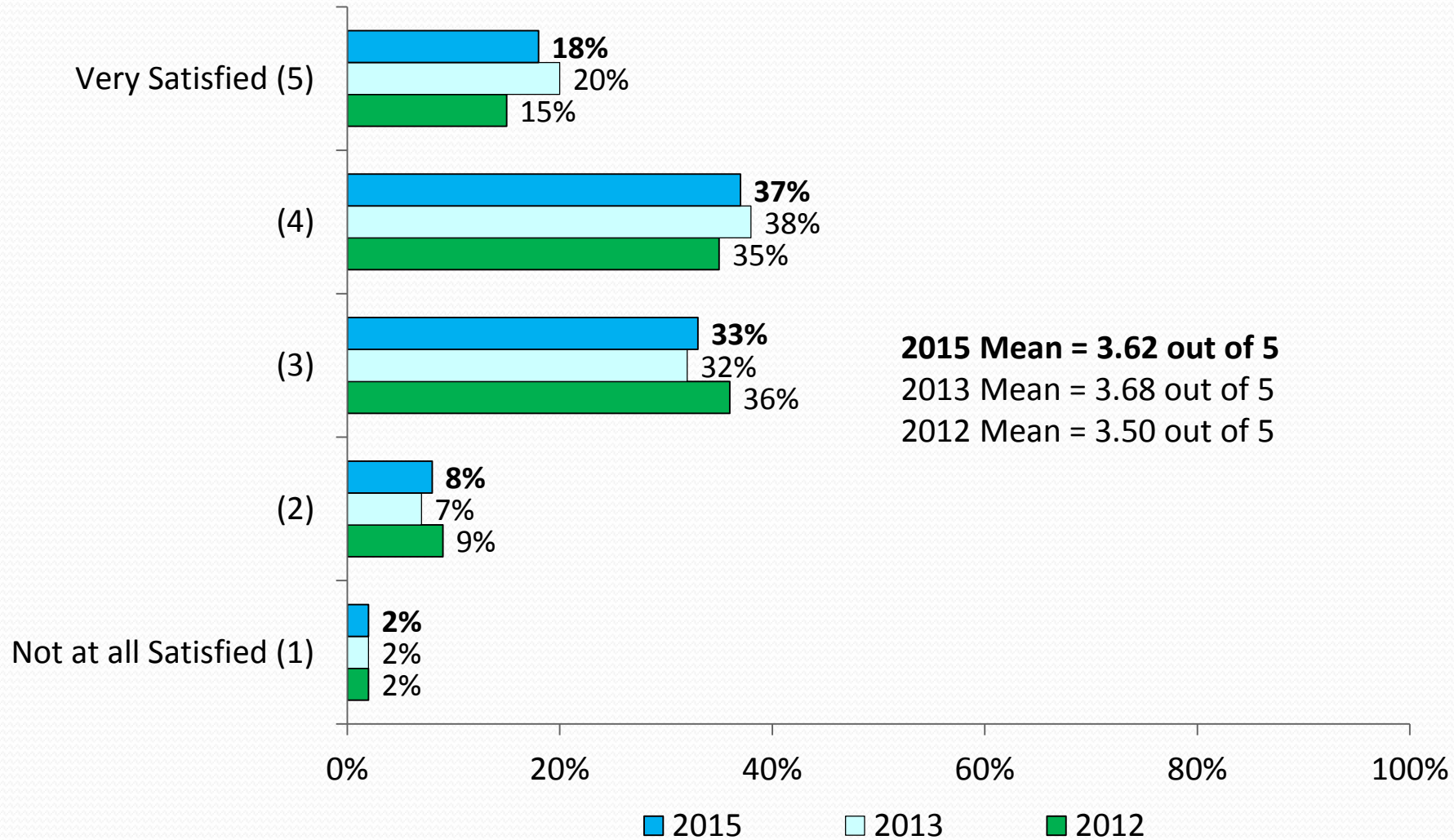


n=400





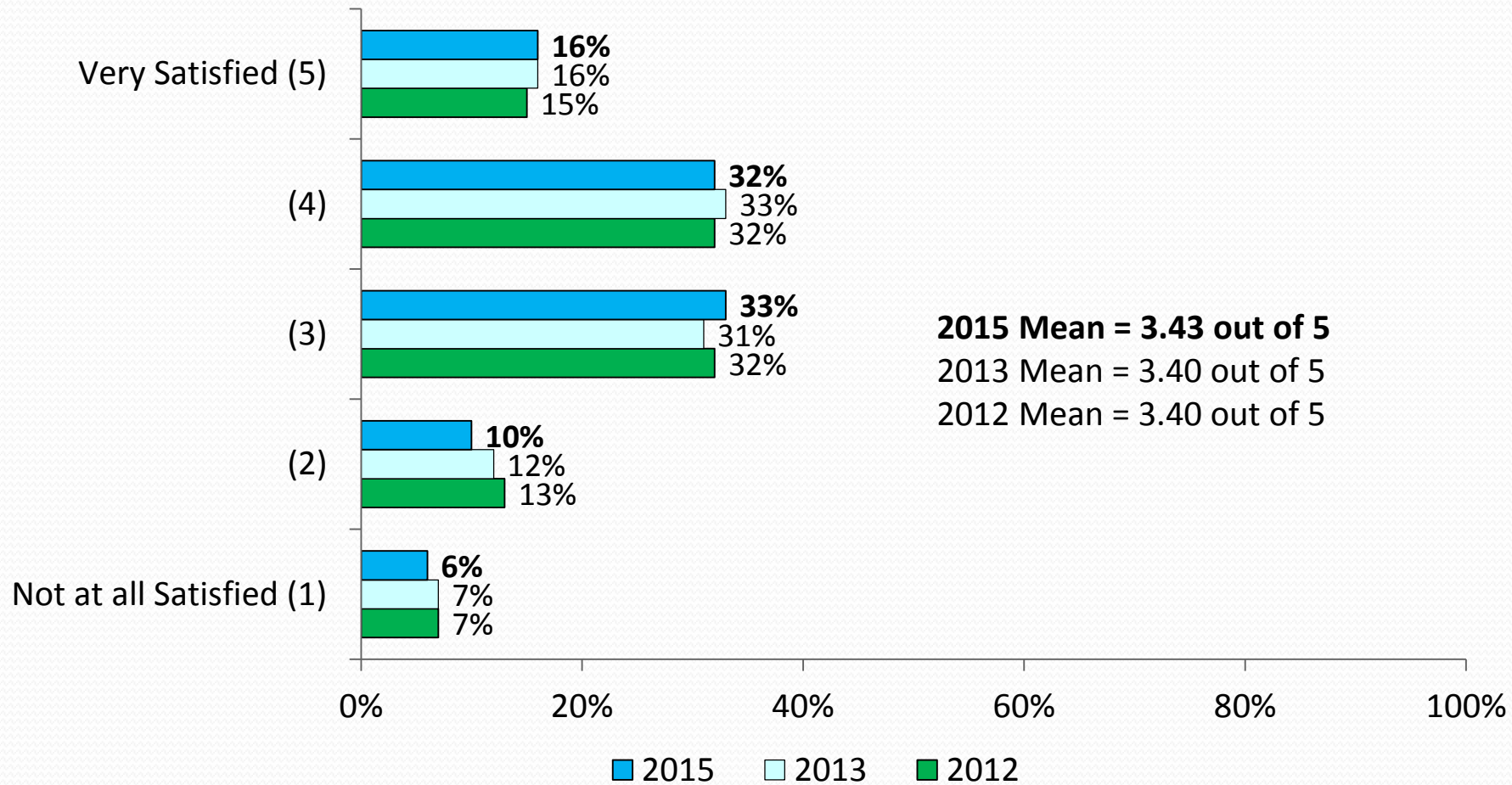
# Overall Satisfaction with Leduc's Frequency of Communication



n=400

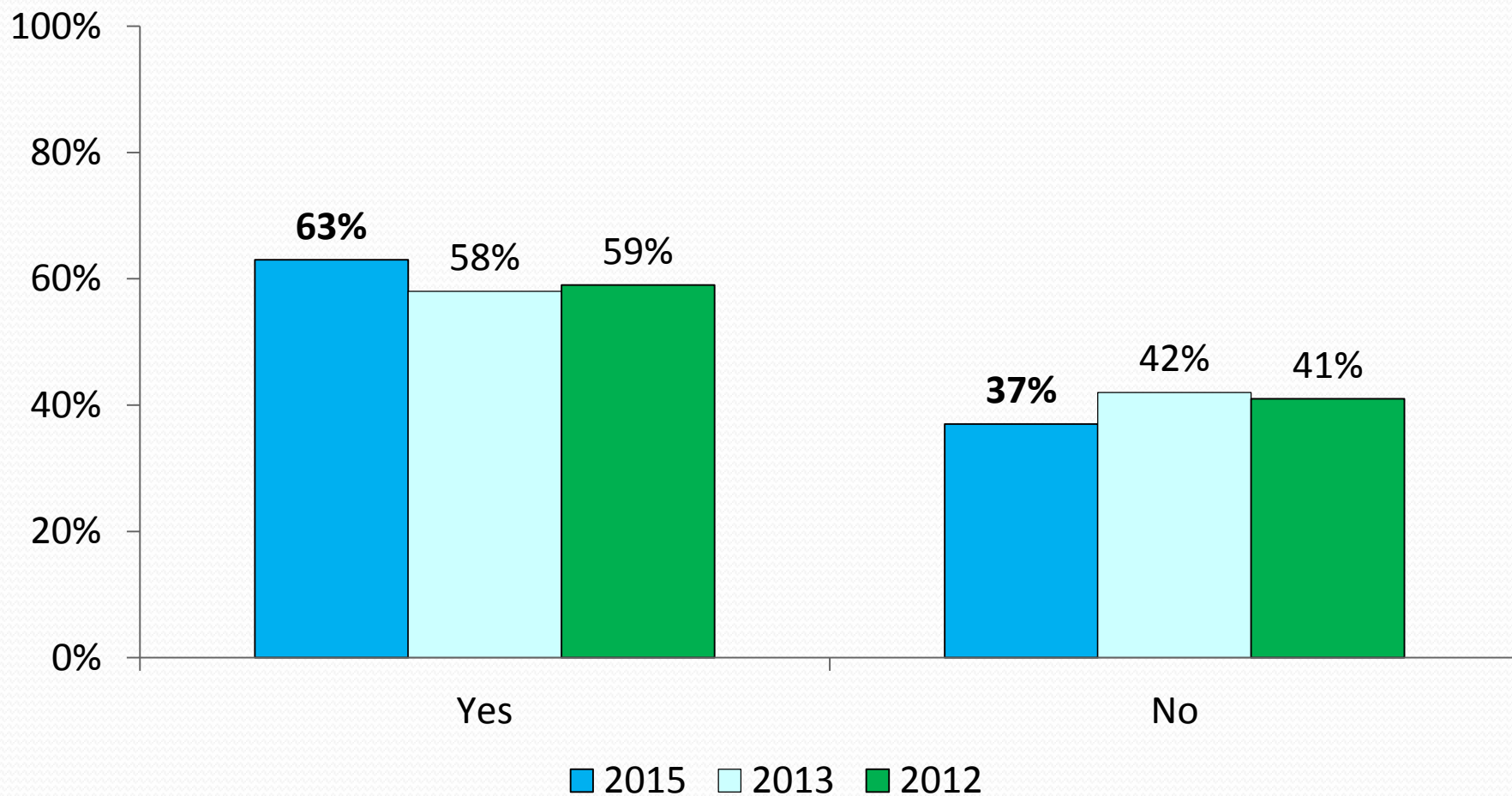


# How satisfied are you with the City's efforts to consult with citizens regarding important issues in Leduc?



n=400

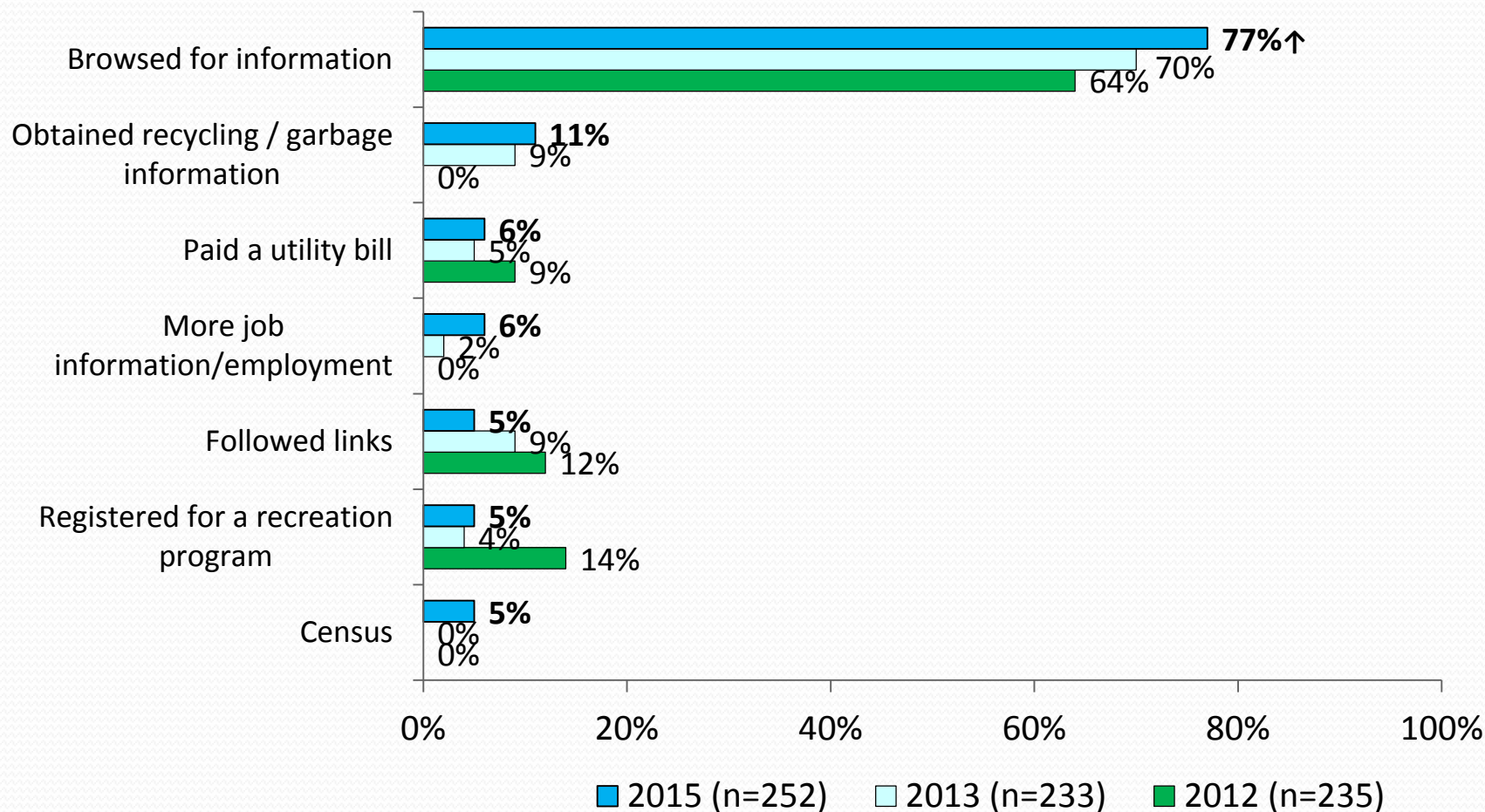
# Have you visited the City of Leduc website (leduc.ca) in the past 6 months?



n=400



# Tasks Completed on the City of Leduc Websites

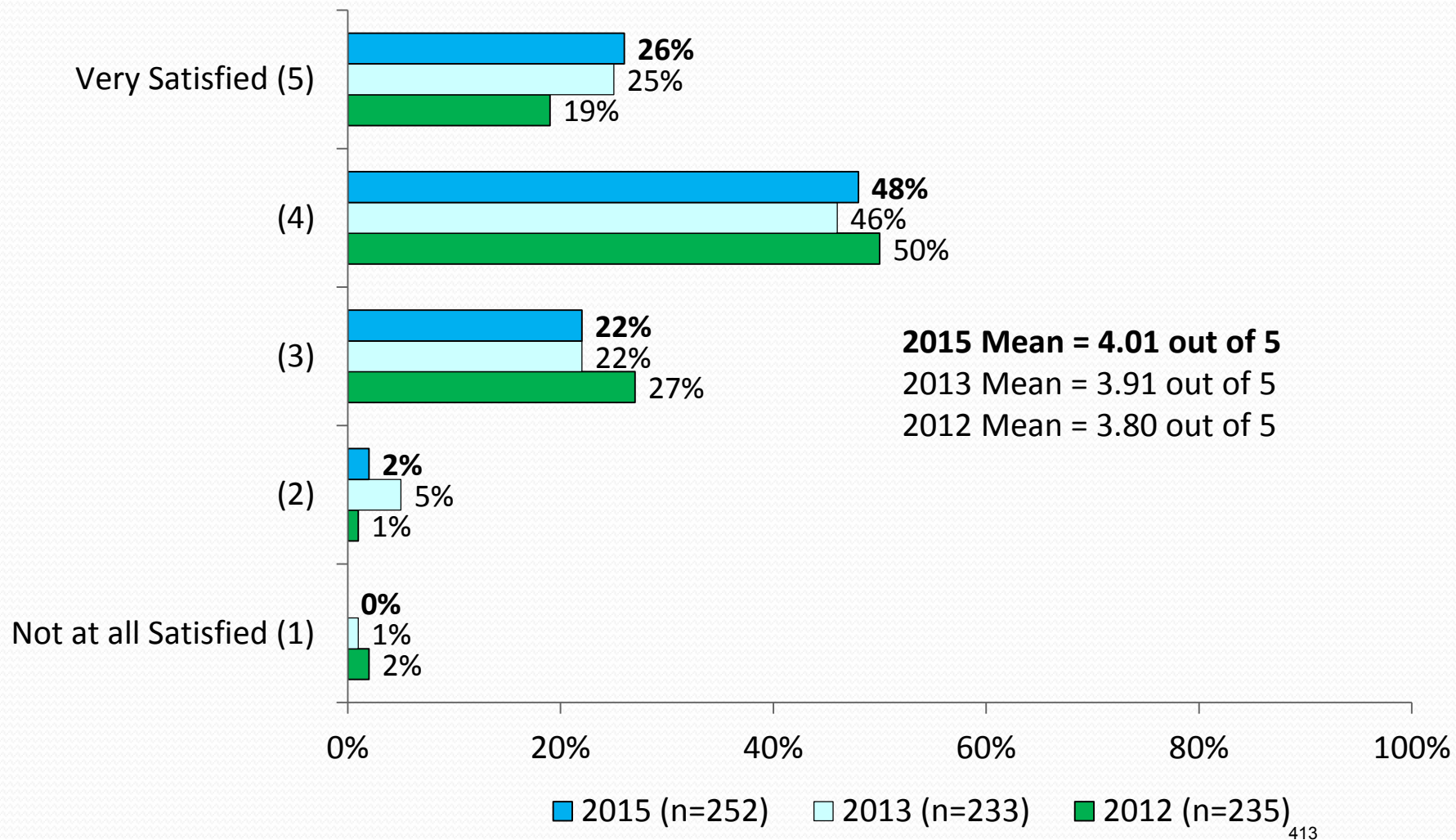


↑ Indicate a significant increase from the previous survey year

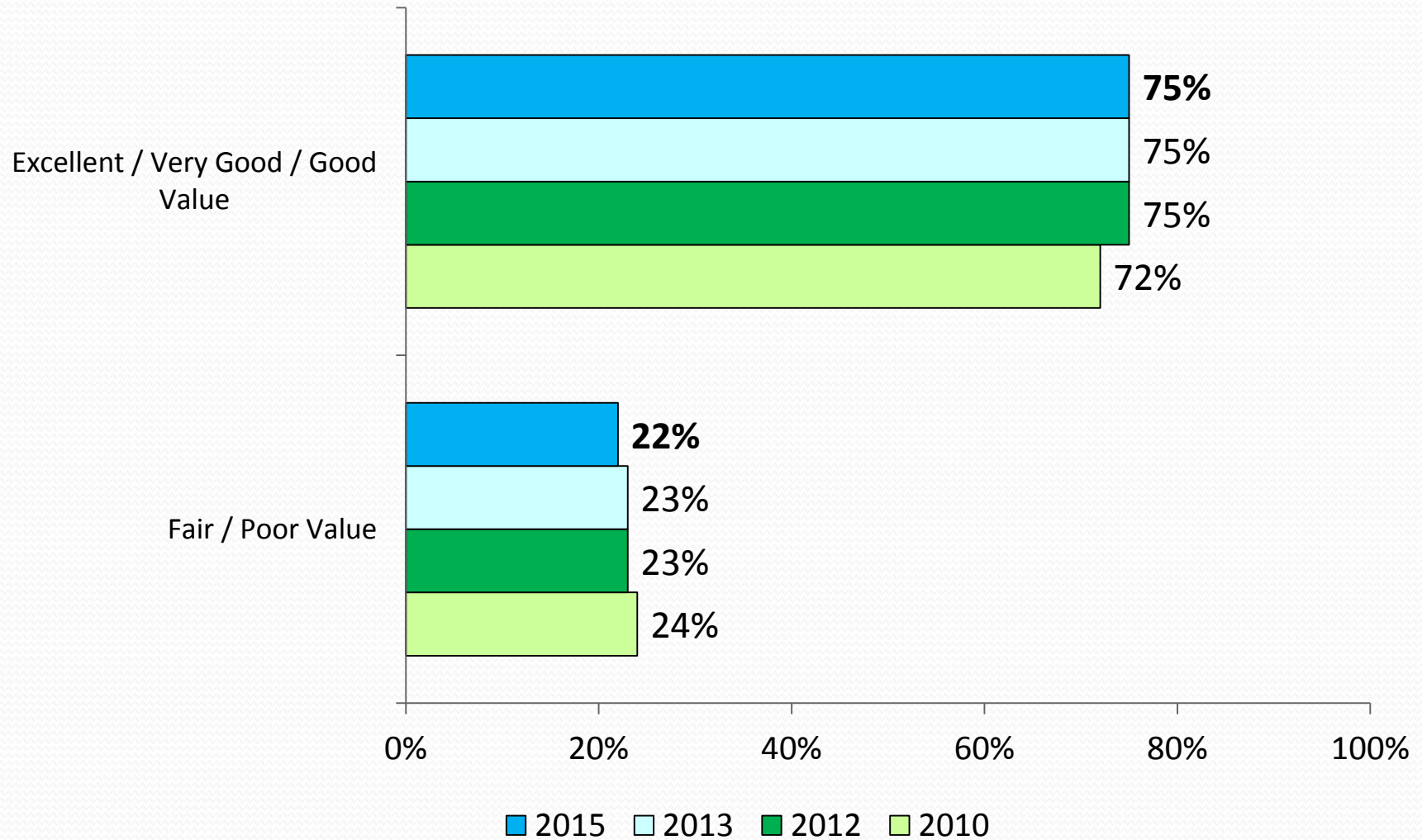
Base: Respondents that have visited at least one of the Leduc websites in past 6 months.



# Overall Satisfaction with the City of Leduc Website

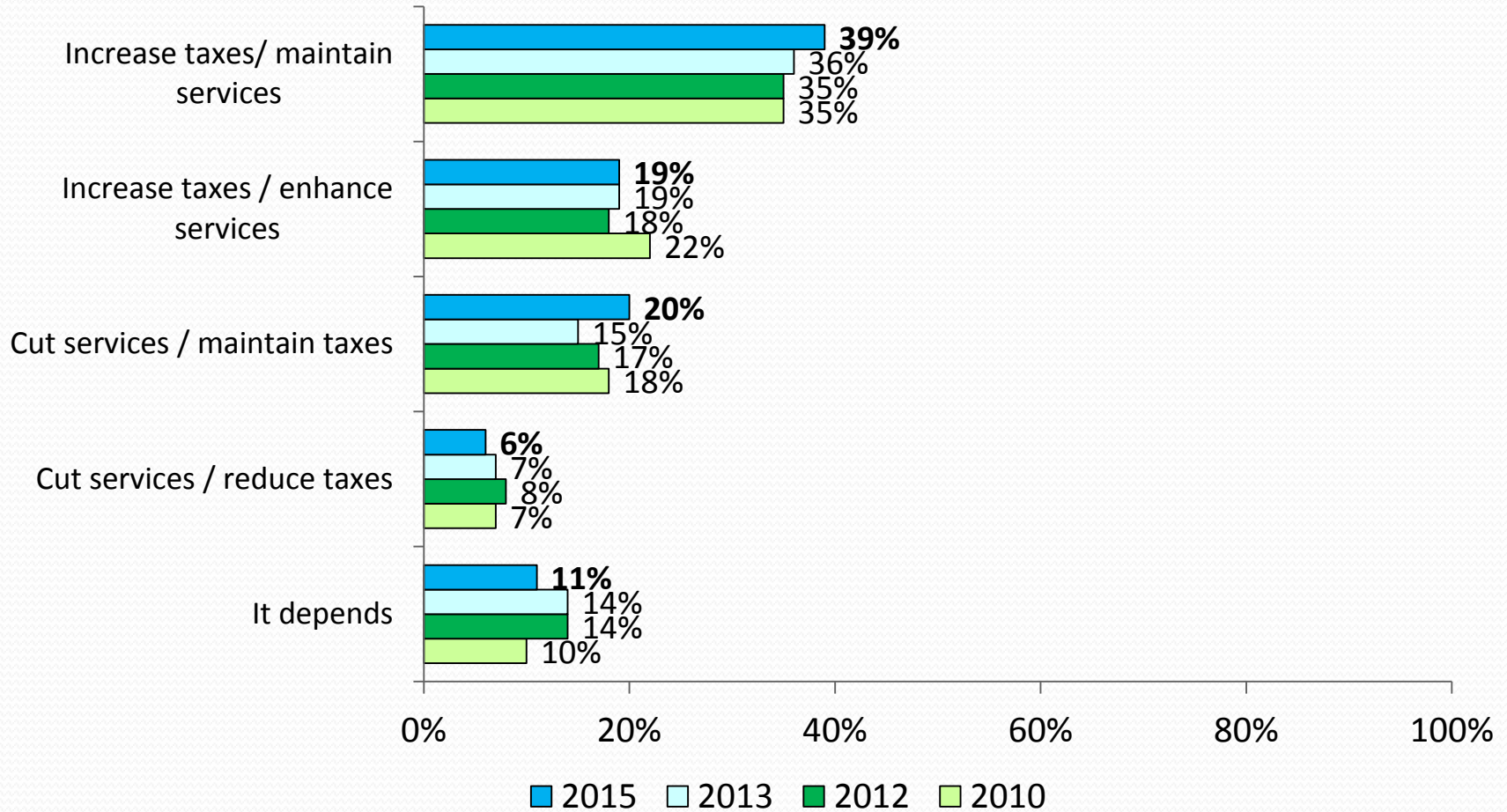


# Thinking about the portion of your municipal property tax bill that pays for City services, would you say that you receive...?



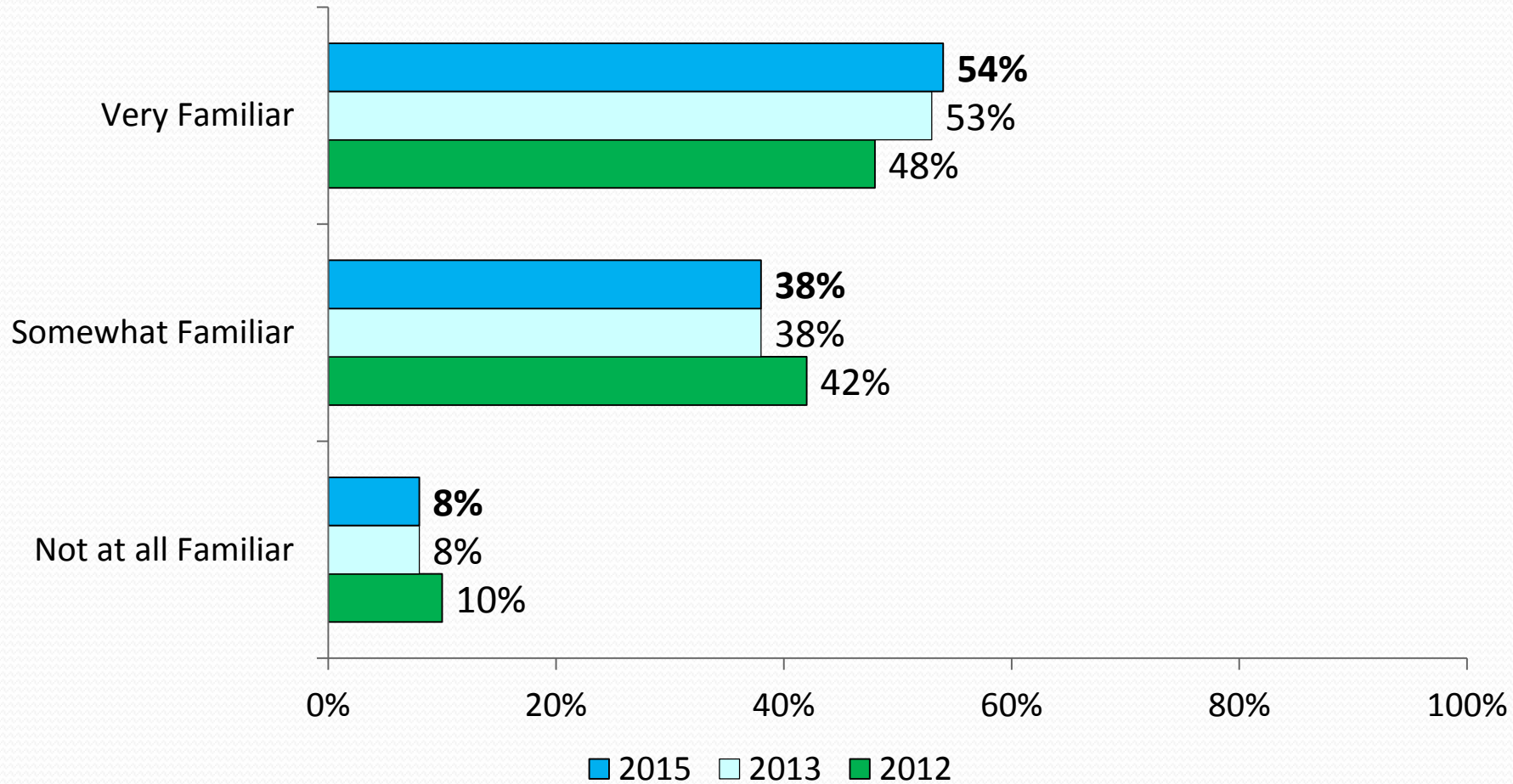
n=400 (2015, 2013, 2012; 2010 n=412)

# Which of the following tax strategies would you support?



n=400 (2015, 2013, 2012; 2010 n=412)

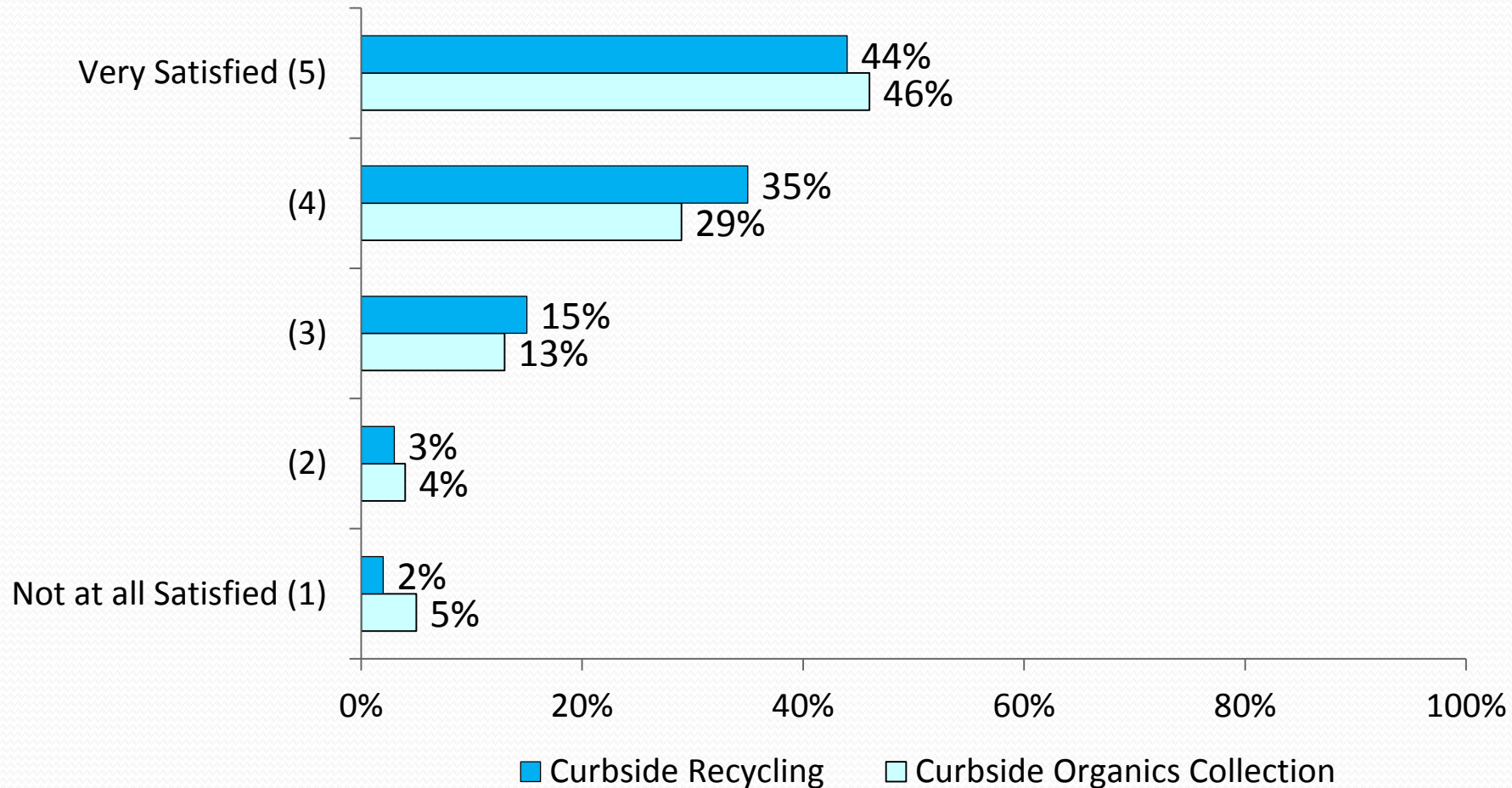
# How familiar are you with Leduc's environment initiatives such as curbside recycling?



n=400



# Overall Satisfaction with Leduc's Efforts Regarding Environmental Initiative

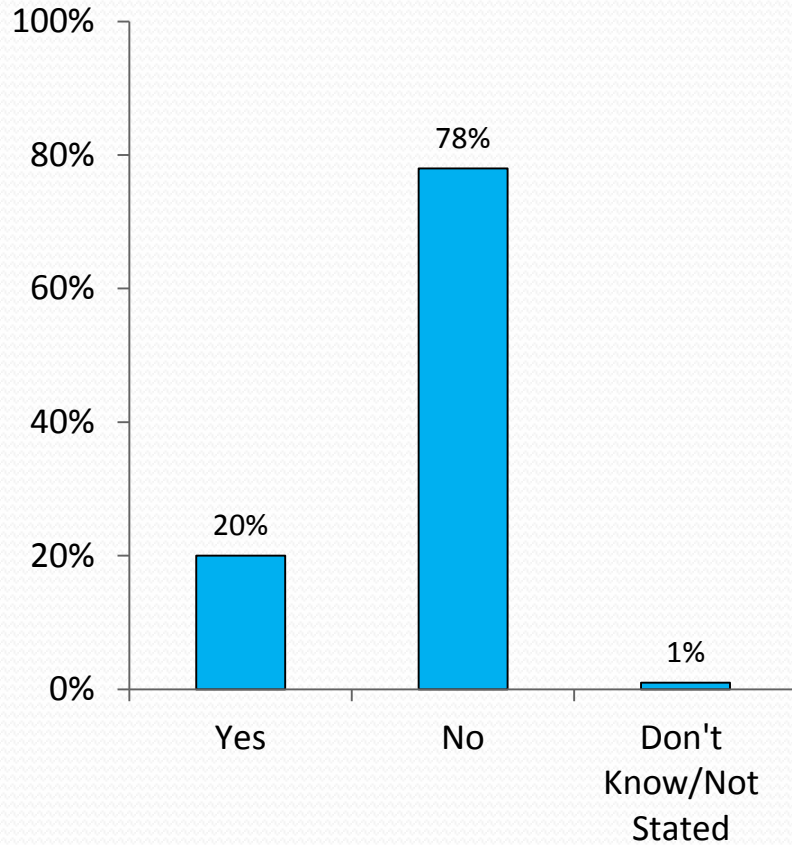


n=366

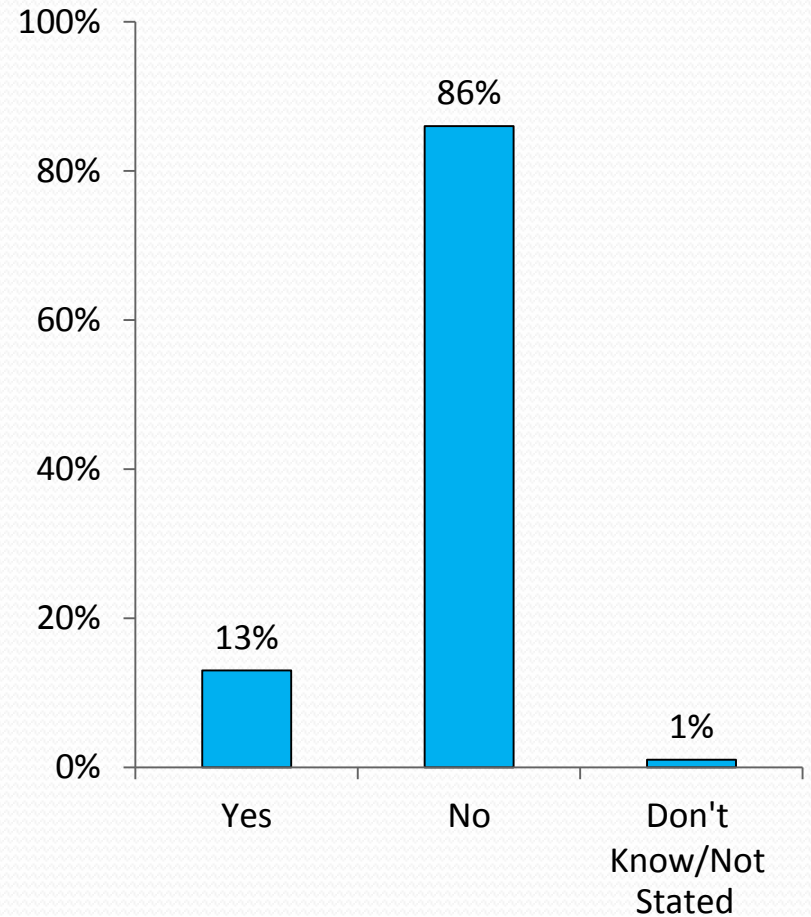
Base: Respondents that were "somewhat" or "very familiar" with Leduc's environmental initiatives

# Public Involvement

Thinking back over the past 12 months, are you aware of any public involvement processes conducted by the City of Leduc?

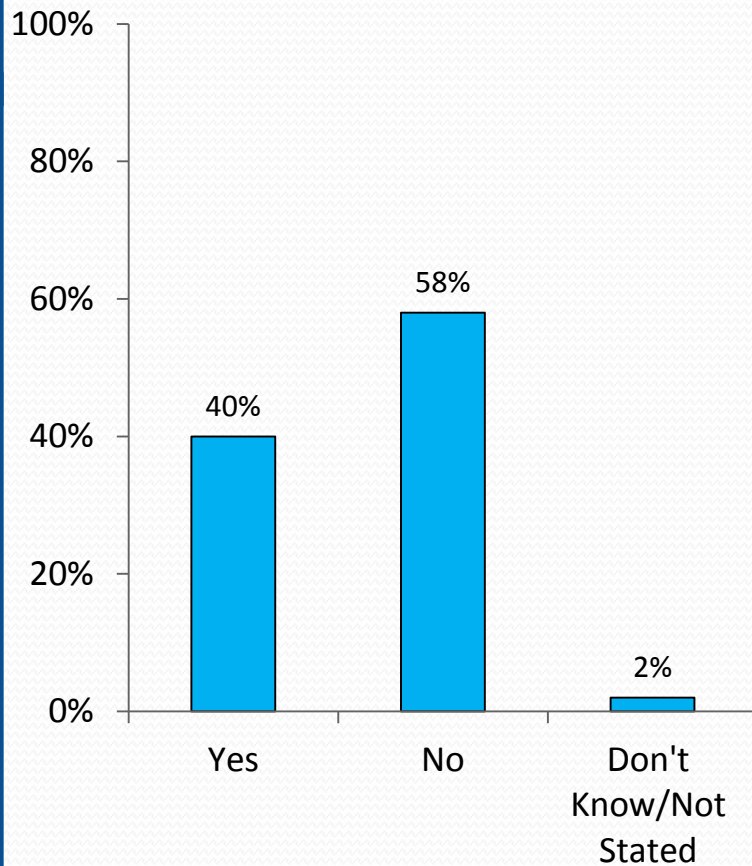


Thinking back over the past 12 months, have you participated in any City of Leduc public involvement processes?



# Public Involvement Barriers

Is there anything preventing you from participating or participating more often in the public involvement opportunities offered by the City of Leduc?



n=400

Is there anything preventing you from participating or participating more often in the public involvement opportunities offered by the City of Leduc?

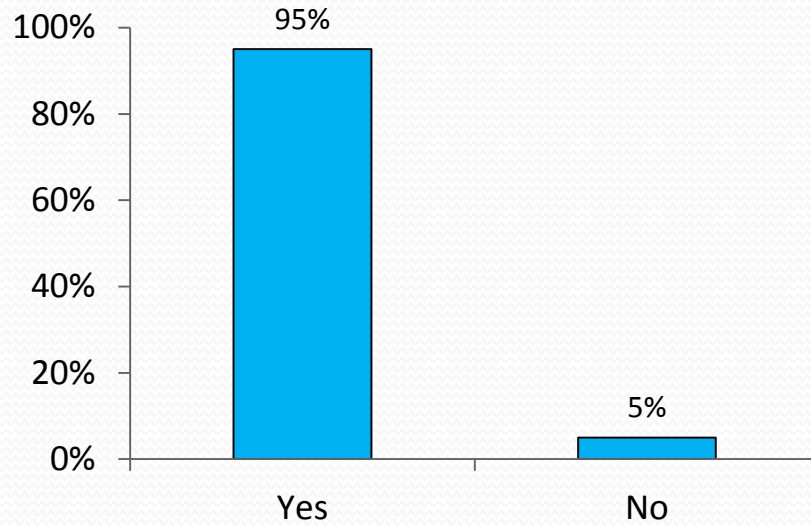
	Percent of Respondents* (n=400)**
Lack of spare time/too busy	22
Unaware of/need more information on public involvement opportunities	7
Health issues/physical illness	2
Lack of interest in public involvement opportunities	2
Is disabled/handicapped	2
Works out of town	2
Is a senior/too old to participate	2
Does not drive/own a vehicle/lack of transportation	1
Council has own agenda/decisions are made before obtaining public input	1
Other (single mentions)	1
No barriers	58
Don't know/Not stated	2

\*Multiple responses

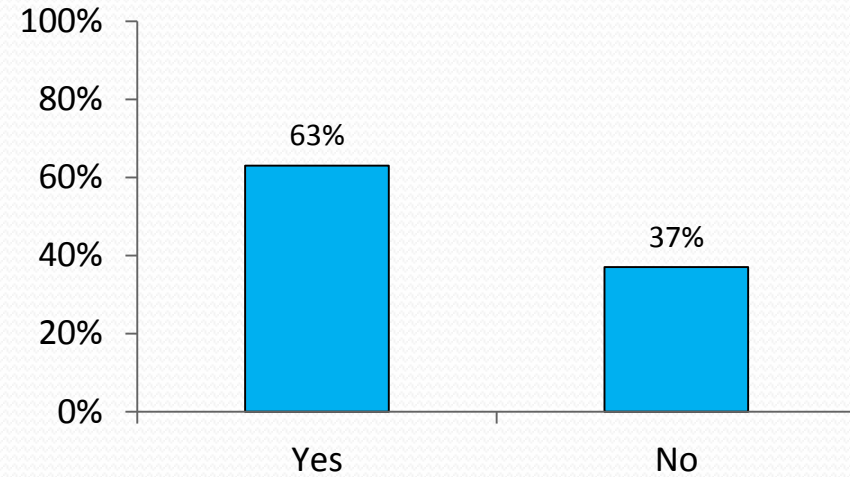
# Proposed Annexation



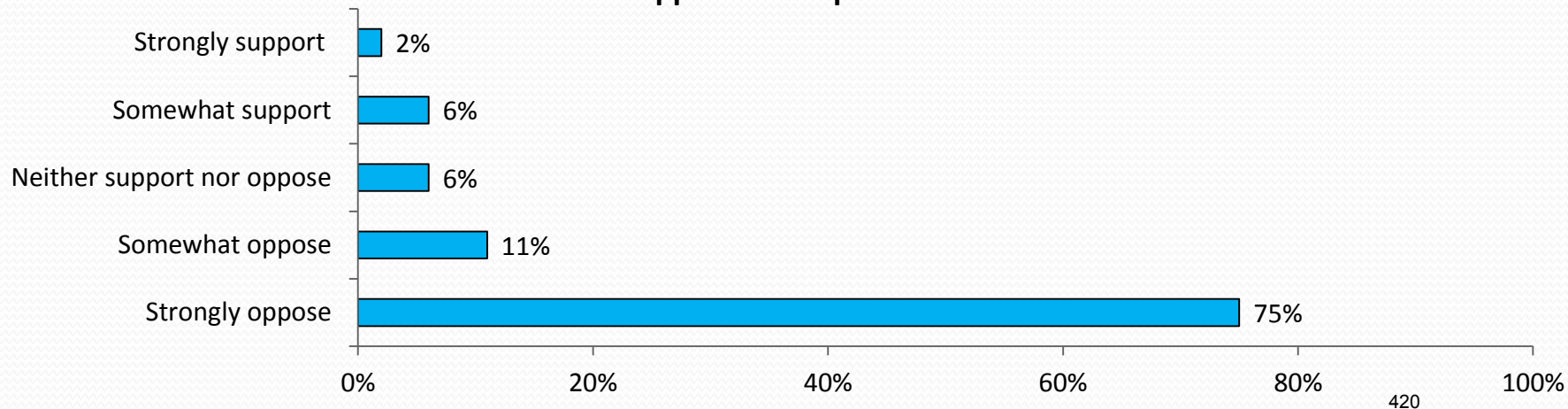
### Proposed Annexation Awareness



### Tax-sharing Agreement Awareness



### Support for Proposed Annexation



n=400

# Proposed Annexation: Support and Opposition

Why do you **support** the proposed annexation? (Ratings of 4 or 5 out of 5)  
(Top responses)

No concerns (50%)

Taxes will increase/tax base will decrease, in general (18%)

Is against annexation proposal/keep Edmonton out of Leduc, in general (8%)

Feels that the decision has already been made/nothing residents can do about it (6%)

Why do you **oppose** the proposed annexation? (Ratings of 1 or 2 out of 5)  
(Top responses)

Taxes will increase/tax base will decrease, in general (68%)

Is against annexation proposal/keep Edmonton out of Leduc, in general (15%)

City will lose/give up too much agricultural land (11%)

Quality of services will decrease, in general (8%)

n=32

421

n=349



Questions?